

LITTLE HOOVER COMMISSION



OPENING THE DOORS OF GOVERNMENT

BIENNIAL REPORT 2003-2004

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The Little Hoover Commission

... provides citizen and public oversight.

The Commission is bipartisan and independent of the executive and legislative branches. The members are appointed by the Governor and the legislative leadership and are unpaid. Through a public and deliberative process these citizens scrutinize government programs and policies and make recommendations for improvement.

... drives a performance agenda.

The Commission consistently focuses on ways to accomplish more with the same or fewer resources. The Commission's reviews are predicated on the potential for forceful leadership, clear and measurable goals, and the strategic pursuit of priorities to drive performance.

... develops practical and research-based reforms.

The Commission over the last two years completed major reviews of the public health system, parole policies, drug and alcohol programs, and how evidence-based strategies could improve public safety grants. The Commission also examined how the State could break the political logjams that prevent fundamental reforms from being developed, refined and implemented. Each report contains methodical and practical steps that research indicates would result in improved outcomes, such as lower crime and fewer premature deaths.

... gets results.

Broad agreement has been reached on refocusing public health functions and a physician public health officer has been appointed. State correctional officials have adopted the Commission's recommendation that their agencies be held accountable for preparing inmates for release so public safety can be improved beyond the prison gate. And the California Performance Review advanced literally scores of Commission recommendations – from improving the management of state assets, to reforming personnel practices to bolstering programs for abused children. These are just a few examples of the measurable results attributable to the Commission's efforts.



MICHAEL E. ALPERT, CHAIRMAN
(D-Rancho Santa Fe)

Originally appointed by Assembly Speaker Willie L. Brown, Jr. in May 1994. Reappointed by the Senate Rules Committee in August 1997, February 1999 and January 2003. Retired partner in the law firm of Gibson, Dunn & Crutcher. Former chief deputy commissioner of the California Department of Corporations. Served as vice chairman of the Commission from 1995 to 2001, elected chairman in 2001.



STANLEY R. ZAX, VICE CHAIRMAN
(DTS-Beverly Hills)

Appointed by the Senate Rules Committee in March 1994. Reappointed in January 1998 and January 2002. Chairman and president of Zenith Insurance Company. Elected vice chairman of the Commission in 2001.

LITTLE HOOVER COMMISSION

January 26, 2005

Dear Governor and Members of the Legislature:

State government is at the threshold of foundational reforms that could strengthen and restore the ability of government to serve Californians. Just as state leaders cannot step away from this challenge, they must proceed smartly with the right reforms in a meaningful way.

It has taken a deep financial crisis, high-profile failures, plummeting public confidence, and a change in leadership to bring California to this moment of opportunity. The Commission believes its work of the last two years, summarized in this report, identifies practical and research-based reforms. The specific recommendations are predicated on a common approach: Set clear goals, establish strategic priorities and focus on outcomes.

For example, drug and alcohol addiction costs the General Fund \$11 billion a year. Some of those dollars are spent on prevention, law enforcement and treatment. But most of the costs – such as health care and corrections – result from demands on public services that could be reduced by allocating resources based on evidence and managing efforts based on outcomes.

Similarly, the State spends hundreds of millions of dollars on public safety grants to fund programs that have not been proven to work. The State must strategically target these resources to programs that work in communities with the greatest problems. Improving the performance of these efforts will save lives and reduce the demand on public services.

These are examples of how the Commission has strategically focused its efforts on two policy areas where the poor performance of some government programs increases demands on other programs. The resulting recommendations identify ways to save substantial public resources by better spending existing public resources.


In the area of public safety, the Commission identified an evidence-based model that should replace the now defunct Office of Criminal Justice Planning. Similarly, if the performance of the State's parole policies were elevated to just the national average, the State would save hundreds of millions of dollars and improve the safety of virtually every community in California.

In the area of health and human services, the Commission identified ways to improve drug and alcohol treatment programs, the foster care system, acupuncture regulation, and public health programs. The Commission also proposed a fundamental redesign of the health and human service delivery system to improve the quality of services.

Finally, the Commission – believing that California is “governable” – developed a critical path, based on the lessons learned from failed reform efforts that could be used to resolve intransigent problems – such as the dysfunctional state-local relationship and the complex, unreliable and obsolete revenue system. In a more focused review, the Commission examined the approach of the California Performance Review and recommended ways to refine the administration's essential initiative to transform the bureaucracy.

The results of the Commission's efforts – and projects that were previously completed – are documented in the report. These results represent a substantial and specific return on the State's investment. But ultimately, the Commission is an investment in democracy. By empowering a group of citizens to evaluate government policies, the State acknowledges the imperative of disciplining government to the public interest and making it responsive to the will of the people. We faithfully and proudly execute that charge.

Sincerely,



Michael E. Alpert
Chairman



DAVID J. EPSTEIN

(DTS-Indian Wells)

Appointed by Governor Gray Davis in January 2002. In the practice of law for 35 years, specializing in helping state government to identify and collect abandoned financial assets.



DANIEL W. HANCOCK

(D-Milpitas)

Appointed by Assembly Speaker Cruz Bustamante in July 1997. Reappointed by Speaker Robert M. Hertzberg in January 2001. Strategic advisor and former president of Shapell Industries of Northern California.



WELTON C. MANSFIELD

(R-Newport Beach)

Appointed by Assembly Speaker Herb J. Wesson, Jr. in January 2003. Retired executive vice president and managing director of Foote, Cone and Belding.



EUGENE "MITCH" MITCHELL

(R-Carlsbad)

Appointed by Governor Arnold Schwarzenegger in April 2004. Vice president of public policy and communications, San Diego Regional Chamber of Commerce.



STUART G. MOLDAW

(DTS-Atherton)

Appointed by Governor Gray Davis in March 2002. Chairman of the Gymboree Corporation.



CHARLES S. POOCHIGIAN

SENATOR

(R-Fresno)

Appointed by Assembly Speaker Curt Pringle in March 1996. Reappointed by Speaker Antonio Villaraigosa in 1997, and reappointed by the Senate Rules Committee in 1999. Elected to the 14th State Senate District in 1998.

The Commission is...

Volunteer

Commissioners are not paid, but dedicate hundreds of hours over the course of a year to understanding and improving public programs.

Informed

A small staff enables these volunteers to be effective by analyzing information, organizing meetings, drafting documents and providing full-time representation for the Commission.

Public

Through open hearings and advisory committee meetings, the Commission openly examines government operations. It invites experts, consumers, advocates, and federal, state and local officials to assess the State's performance and explore ways to improve efficiency and effectiveness.

Independent

The Commission, by statute, is not part of the executive branch or the legislative branch. Its members are appointed by the Governor and the Legislature.

Empowered

The Commission has the authority to select its own topics, has access to government records and is charged with making public recommendations to the Governor and Legislature.

**LESLIE "TEDDIE" RAY**

(D-Laguna Beach)

Appointed by Governor Gray Davis in November 2003. Former real estate agent and member of the Board of Directors of Planned Parenthood of Orange and San Bernardino Counties.

**JOSPEH RODOTA**

(R-Sacramento)

Appointed by Governor Arnold Schwarzenegger in April 2004. Former cabinet secretary and deputy chief of staff for Governor Wilson. CEO of Forward Observer.

LEGISLATORS WHO SERVED ON THE COMMISSION THROUGH THE END OF THE 2003-04 LEGISLATIVE SESSION

**PATRICIA BATES****ASSEMBLYWOMAN**

(R-Laguna Niguel)

Appointed by Assembly Speaker Herb J. Wesson, Jr. in March 2003. Elected to the 73rd State Assembly District in 1998.

**CHRISTINE KEHOE****ASSEMBLYWOMAN**

(D-San Diego)

Appointed by Assembly Speaker Herb J. Wesson, Jr. in February 2003. Elected to the 76th State Assembly District in 1998. Served one year as Assembly Speaker pro Tempore.

**JOHN VASCONCELLOS****SENATOR**

(D-Santa Clara)

Appointed by the Senate Rules Committee in February 1997. Elected to the 13th State Senate District in 1996 after serving in the Assembly for 30 years.

The Commission is...

Bipartisan

Policy debates benefit from, but also are limited by, partisan perspectives. The Commission's work balances those debates with a venue designed to forge diverse opinions into an agreed upon course of action.

Focused

Legislators are confronted by every public issue of the day and the perennial work of budget making. Executive branch agencies are confronted with the day-to-day challenges of operating bureaucracies. The Commission informs both through its focused and detailed examination of public programs.

Former Commissioners who served in the 2003-2004 Session

Jennifer A. Openshaw (D-Playa del Rey) Served from July 2001 to April 2004.

Stanley M. Zimmerman (D-Beverly Hills) Served from January 2000 to April 2004.

Richard R. Terzian (R-Los Angeles) Served from May 1986 to November 2003.

Assemblyman Juan Vargas (D-San Diego) Served from February 2001 to March 2003.

H. Eric Schockman (D-Sherman Oaks) Served from January 2000 to January 2003.

AS OF DECEMBER 2004, THE COMMISSION HAD THREE VACANCIES. IN JANUARY 2005, SENATOR LIZ FIGUEROA WAS APPOINTED TO THE COMMISSION BY THE SENATE RULES COMMITTEE AND ASSEMBLYMAN MIKE GORDON WAS APPOINTED TO THE COMMISSION BY ASSEMBLY SPEAKER FABIAN NUNEZ.

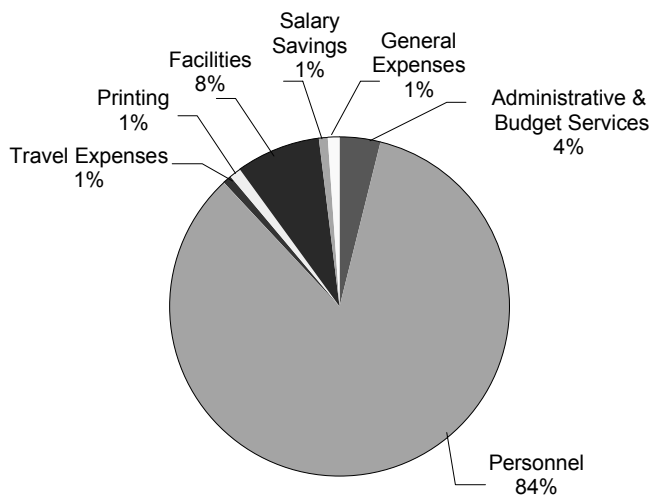
Commission Resources

A modest investment in state funds allows the Commission to leverage the time and talent of its members, researchers, practitioners, consumers and other Californians to contribute to Commission efforts. Commissioners serve as volunteers and as such receive no compensation for their service.

The Little Hoover Commission received \$907,000 from the General Fund for fiscal year 2003-04. Mid-year cuts reduced that appropriation by \$117,500. At the same time, the Legislature requested the Commission to conduct a study of acupuncture regulation and earmarked \$250,000 from the Acupuncture Special Fund to pay for the Commission's study. About \$91,000 of that was used to pay for technical analyses by university researchers and the balance covered most of the Commission's direct expenses.

The 2004-05 Budget Act allocated \$907,000 from the General Fund to the Commission and subsequently its budget was adjusted for increased retirement and compensation costs. The \$117,500 reduction from the previous year was restored because of the Commission's role in reorganization plans and improving performance in general.

Throughout the budget crisis, the Commission has continuously found ways to become internally efficient and has returned unspent funds at the end of the fiscal year.



Commission staff...

A staff of nine civil service employees arrange meetings, conduct research, draft reports, advocate for recommendations, and perform related administrative functions on behalf of the Commission.

James P. Mayer
Executive Director

Nancy Lyons
Deputy Executive Director

Toby Ewing
Project Manager

Hattie Rees Hanley
Project Manager

Peter McNamee
Project Manager

Sherry Robyn
Legislative Coordinator

Carole D'Elia
Research Analyst

Kate Martin
Research Analyst

Linda Mata
Executive Secretary

A Fair and Open Process

Public hearings: The Commission conducts hearings to gather testimony and discuss issues with experts and interested parties. All witnesses are encouraged to submit written testimony, which is made available to the public and is posted on the Web site.

Advisory committees: For most projects the Commission establishes an advisory committee of experts, advocates and other stakeholders. Through a series of meetings, the committee helps the Commission to understand policy issues from various perspectives and allows interested parties to communicate their concerns to the Commission. The Commission puts particular emphasis on seeking out those most affected by policies.

When **Reform** is a must

Recommendations requiring renewed consideration.

During the past two years, the Commission has made numerous recommendations that would reduce costs, increase the efficiency of public services and improve the lives of Californians. As the State enters its fifth year with a budget shortfall, many critical recommendations deserve renewed consideration. These recommendations fall within the rubric of four essential elements that should be considered in transforming government: Forceful leadership, clear goals, strategic priorities and improving performance and productivity. The most critical Commission recommendations from the past four years are highlighted below.

Leadership

- ❑ **Create a public health department and appoint a California Surgeon General.** The Commission found that the State's public health leadership and organizational structure is ill-prepared to fulfill the primary obligation of reducing injury and death from threats that individuals cannot control. The Governor and the Legislature should create a public health department – separate from Medi-Cal and other insurance programs that serve the poor – to focus on emerging threats, with physician and science-based leadership and an advisory board linking California's health assets and experts. The department should be led by a California Surgeon General reporting directly to the Governor.
- ❑ **Designate a leader for California's foster care system.** California taxpayers spend billions annually to serve children in foster care. Yet despite this enormous price tag, the State continues to fail these children. At both the state and local level, there is an unwillingness to take responsibility for reforming the foster care system. The Governor and the Legislature should designate a leader with appropriate authority and guidance to reform foster care and be held accountable for improvements.

Goals

- ❑ **Use a critical path for reform to achieve public goals.** Despite numerous attempts, the State has failed to solve fundamental problems that prevent it from achieving public goals. Despite widespread agreement that California's revenue system is overly complex, unreliable and obsolete and the dysfunctional state-local government relationship hinders the delivery of efficient public services, policy-makers have not succeeded in meaningful reforms in these areas. The Commission, with the benefit of hindsight from those who had been a part of prior reform efforts, developed a critical path that can be used to develop technically sound and politically supported improvements. State leaders should use this critical path to resolve some of the most contentious issues.

Strategic Priorities

- ❑ ***Develop a unified strategy to cost-effectively reduce alcohol and drug abuse.*** Some \$11 billion is spent from the state General Fund responding to the problems created by abuse or addiction. Yet the State's efforts to reduce alcohol and drug abuse through prevention, treatment and law enforcement programs are fragmented and not focused on cost-effectively curtailing the expense and misery of abuse and addiction. State and local leaders need to come together to link alcohol and drug prevention, treatment and law enforcement efforts into a statewide strategy guiding a three-pronged attack on substance abuse.
- ❑ ***Develop a strategic effort to protect Californians.*** California is not efficiently or effectively using available resources to help communities reduce crime and violence and the abuse of drugs and alcohol. The multitude of grant programs administered by the now-defunct Office of Criminal Justice Planning should be strategically aligned to apply evidence-based strategies to respond to community priorities. A California Public Safety Council, a reconstitution of the California Council on Criminal Justice, should be established to aggressively align state efforts for crime prevention.

Productivity and Performance

- ❑ ***Transfer responsibility for parolees to communities.*** California's parole system is a billion-dollar failure. While parole policies are a challenge for all states, California is seriously out of sync with the rest of the nation. The goals for parole – public safety and successful reintegration – are undermined by the way the State supervises and assists parolees and the lack of community involvement in re-entry. To maximize public safety, communities must assume greater responsibility for reintegrating parolees, and the State should provide the leadership and funding to make those efforts successful. As a first-step, the State should transfer responsibility for non-violent female parolees to communities.
- ❑ ***Improve delivery of health and human services with existing resources.*** California annually spends nearly one-third of its General Fund expenditures on health and human services. But the demand for public health and human services far outpaces capacity. An overly complex organizational structure, perverse funding incentives and weak oversight undermine efforts to better serve more Californians with limited resources. The State should shift health and human services responsibilities to counties and clarify the authority for service delivery. The state bureaucracy should be reorganized to support local efforts and counties should be accountable for outcomes. Funding should be realigned so that communities can provide services more effectively and efficiently.
- ❑ ***Improve the quality of services to immigrants.*** California is home to some 8.6 million immigrants. The faster that newcomers are integrated into California's communities, economy and social fabric, the sooner they prosper and the state benefits. The State invests tremendous resources helping immigrants get settled and address unmet needs. But the State has not monitored the quality of those services or their utility in moving immigrants to independence. Improving the State's response to immigrants and their ability to achieve self-sufficiency would benefit these residents, their communities and help the State live within its means.

Assessing Reorganization

The Little Hoover Commission plays an integral role in the reorganization of government in two vital ways -- through its independent reviews of state programs and policies and through its review of reorganization plans submitted by Governors. As of December 2004, five Governors had proposed 29 reorganization plans. The Commission reviewed 26 of those plans. Those reorganization plans are listed on pages 59-60.

According to state law, the Governor has the authority to examine the organization of executive branch agencies and determine what changes may be necessary to promote more efficient and effective government services. The reorganization process can be used to consolidate, transfer or abolish programs and agencies. The process can be used to create new agencies, but the process cannot be used to create new functions.

The law requires the Governor to submit any reorganization plan to the Little Hoover Commission "at least 30 days prior" to submitting the plan to the Legislature. The Commission's role in the reorganization process is only advisory. The Commission reviews the plan, holds one or more public hearings, and reviews written public comments.

The Commission assesses the plan based on its broad mandate to assist policy-makers in "promoting economy, efficiency and improved service in the transaction of the public business," and makes recommendations to the Governor and the Legislature. The Commission's recommendations must be made within 30 days of the plan being submitted to the Legislature. In other words, the Commission typically has 60 days to review a plan and complete its report.

In January 2005, the Commission received Governor's Reorganization Plan 1, *Reforming California's Boards and Commissions* and Governor's Reorganization Plan 2, *Reforming California's Youth and Adult Correctional Agency*.

Like many previous reorganization plans, some elements of these plans are based on prior Commission findings and recommendations. The 2005 reform plans were born out of the work of the Governor's California Performance Review team, which in 2004 was tasked with developing recommendations to increase the performance and functionality of state government. The Commission expects subsequent reorganization plans based on the work of the CPR team to be submitted throughout 2005.

The California Performance Review published its findings and recommendations in August 2004 and drew from 29 Commission studies to inform its recommendations. Some of the key Commission recommendations revisited in the CPR report are detailed on the following page.

The California Performance Review relied on Commission recommendations in the following areas:

Personnel. In 1979, 1995 and 1999, the Commission recommended reforms in the recruitment, classification, selection and training of state employees, as well as how personnel functions are distributed across departments. Many CPR recommended reforms parallel Commission proposals.

Technology. In 2000, the Commission called for cabinet-level leadership and a coordinated infrastructure to make better use of technology to improve government performance. The CPR advanced those recommendations in calling for the creation of a technology division and the appointment of a chief technology officer for the State.

Budgeting. In 1995 the Commission urged the State to use performance metrics to set goals and monitor results and the adoption of performance budgeting to address fiscal and performance deficiencies. Consistent with these recommendations, the CPR called for the use of performance-based management and budgeting in all departments.

Corrections. The Independent Review Panel chaired by former Governor Deukmejian, in its review of California's corrections system, drew upon four Commission reports and echoed its concern that correctional policies fail to protect public safety. Mirroring many of the Commission's proposals, Governor Schwarzenegger issued Governor's Reorganization Plan 2 to reorganize correctional functions, proposing changes in incarceration, drug treatment, inmate education, job training and parole policies to better prepare inmates for release and ensure public safety.

Foster Care. The CPR specifically recommends that the State designate a leader for foster care, charged with coordinating state efforts to service children and their families and enhancing accountability, a recommendation the Commission first made in 1999 after previous efforts to improve collaboration faltered.

Public Health. The Commission proposed that public health functions be consolidated, led by a physician who reports to the Governor, and charged with promoting science-based policies and practices. Citing the Commission's work, the CPR made consistent recommendations calling for consolidated public health functions and a more empowered state public health officer.

School Construction. To address the cost and shortage of classroom space, the Commission recommended integrating the school facility approval process. The CPR advanced this proposal to streamline the approval process and reduce costs.

Infrastructure. The CPR cites three Commission reports on the State's management of real property. The Commission recommended that the State develop an inventory of state owned and leased property and the creation of a public corporation to improve property management. The CPR advances the Commission's recommendation for a public corporation and calls for improved use of technology to manage the State's property inventory.

In pursuit of

Economy & Efficiency

A summary of Commission reports published in 2003-2004.

The past two years have been tumultuous for California. Virtually every aspect of government has been overshadowed by an acute budget crisis that threatens the prosperity of the Golden State. The failure to resolve this crisis further eroded the trust that Californians should have in their government to provide quality services at an affordable cost.

At this critical juncture, the Commission focused its charge to promote efficiency, economy and improved service on areas of government where its recommendations, if implemented, could have the greatest impact on the most pressing problems.

Given the need for fundamental reform, the Commission explored how state leaders could go about breaking through the political gridlock: *Governing the Golden State: A Critical Path to Improve Performance and Restore Trust* examined why previous reform efforts failed and outlined a process that the Governor and Legislature could employ to resolve persistent problems such as the dysfunctional state-local relationship. *Historic Opportunities: Transforming California State Government* reviewed the potential of reforms such as those identified by the California Performance Review to improve the State's performance.

The fiscal crisis also laid bare the debilitating defects in how the State organizes, manages and funds public efforts to keep people safe, healthy and self-sufficient. In *Real Lives, Real Reforms: Improving Health and Human Services*, the Commission described a strategy for redesigning more than \$60 billion in services to California's most vulnerable populations. Within the rubric of human services, the Commission published four additional reports: *To Protect & Prevent: Rebuilding California's Public Health System*; *For Our Health & Safety: Joining Forces to Defeat Addiction*; *Still in Our Hands: A Review of Efforts to Reform Foster Care in California*; and, *Regulation of Acupuncture: A Complementary Therapy Framework*.

The fiscal crisis also raised the imperative for improving the performance of the State's public safety policies, which are largely paid for from the General Fund. The Commission's examination of the State's billion-dollar parole system found that the State was releasing 125,000 parolees a year in ways that did not protect the public. In *Back to the Community: Safe and Sound Parole Policies*, the Commission outlined a strategy for realigning existing resources, incentives, responsibilities and programs in ways that have proven to reduce crime, violence and substance abuse. In a follow-up study on female parolees, *Breaking the Barriers for Women on Parole*, the Commission detailed how the State could begin this fundamental shift by relying on community-based corrections for the smaller and less violent population of female offenders.

Finally, in its report, *Improving Public Safety: Beyond the Office of Criminal Justice Planning*, the Commission recommended replacing the agency that has failed to strategically support local crime-fighting efforts with a new structure that would target resources to programs proven to work and to communities with the greatest problems. These 10 studies are highlighted on the following pages.

Government Reform



Governing the Golden State: A Critical Path to Improve Performance and Restore Trust

July 2004

California faces critical challenges that policy-makers must address for the State to regain prosperity, improve the performance of government and rebuild public trust. But efforts to solve these problems over several years – from an obsolete revenue system to a dysfunctional state-local relationship – have failed to yield necessary reforms. *Governing the Golden State* examines those efforts to assess how California leaders could more successfully resolve these issues.

With the benefit of hindsight, the report defined a continuum for sustainable prosperity that includes a robust economy, a reliable revenue system, a rigorous budget process, quality public services and public support. The report distilled a critical path that would enable the leadership of California government to achieve a permanently

balanced budget while delivering the highest quality public services at an affordable cost.

The Little Hoover Commission report ...offers a strategic plan for how to achieve reform. The governor and legislative leaders need to keep the report handy, not on the back shelf, to remind them – nag them – that this effort cannot begin soon enough.

- Los Angeles Times editorial

Historic Opportunities: Transforming California State Government

December 2004

The California Performance Review (CPR) was created to examine state operations and recommend reforms for a transformation of state government. The CPR – and the public debate it sparked – elevated a painful, undeniable truth: State government needs to be re-engineered to be more responsive and accountable to the public, to focus its priorities and to improve its performance.

Historic Opportunities identifies essential elements that should be considered in the development of formal proposals resulting from the CPR, by the Legislature in its deliberations, and by voters when weighing the merits of reforms, particularly if asked to enact them directly.



Public Safety

Back to the Community: Safe & Sound Parole Policies

November 2003

California's parole policies are profoundly out of sync with those in all other states. California parolees are among the least successful nationally in completing their term of supervision. The costs and consequences are significant – the State spends \$1.5 billion dealing with felons who have completed their initial prison terms and the correctional system's focus on punishment alone does not adequately protect Californians.



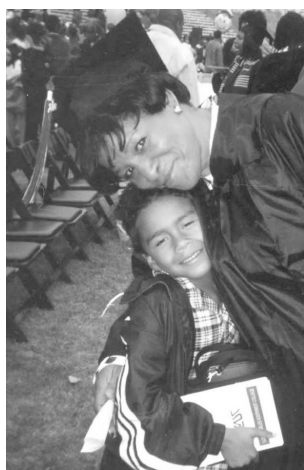
The reforms detailed in *Back to the Community* would direct state and local agencies to fashion a cohesive system of state, county and community agencies, focused on making the best use of existing resources to reduce crime, violence and drug abuse.

The Little Hoover Commission rightly condemns the parole system as a “billion dollar failure.” ...To improve parole success and protect communities, the state must expand drug and alcohol treatment, education and vocational training behind bars.

- Sacramento Bee editorial

Breaking the Barriers for Women on Parole

December 2004



A follow-up study on women parolees, *Breaking the Barriers*, urged policy-makers to reform the way California incarcerates women offenders and supervises them on parole to improve public safety, reduce costs and break the cycle of crime. The numbers of female inmates are increasing more rapidly than their male counterparts, a trend that has highlighted the lack of policies and procedures geared toward women.

The report recommends the State provide more opportunities for inmates to prepare for their imminent release, rely more on community corrections alternatives for non-violent drug offenders and transition responsibility for parolees to communities, beginning with female offenders, whose families are often extensively involved in public and charitable health and human service programs.

Improving Public Safety: Beyond the Office of Criminal Justice Planning - July 2003

Over the last decade, several Commission projects involved the Office of Criminal Justice Planning, particularly those related to coordinating state efforts and assisting local agencies. The Commission was struck by widespread opinion among state and community leaders that OCJP failed to provide the leadership necessary for stakeholders, public officials, researchers and others to define a common vision and manage programs to reach shared goals. *Improving Public Safety* recommended the State abolish OCJP and assign its grant programs to more competent departments. It also recommended establishing a Public Safety Council to help streamline, coordinate and consolidate grant programs.

Health & Human Services



Real Lives, Real Reforms: Improving Health & Human Services May 2004

California's health and human service system is unsustainable. Despite annual investments of some \$60 billion, outcomes are poor and demographics suggest that a growing number of Californians will turn to public programs for assistance.

Real Lives, Real Reforms recommends comprehensive reforms to focus public resources on building effective, efficient, community-based systems of care. The report urged the Governor and Legislature to establish clear goals and priorities for children, adults and families and support a reform process that fundamentally reshapes state operations, state-local relations, funding and accountability.

To Protect & Prevent: Rebuilding California's Public Health System April 2003

There is broad agreement among local officials, the medical community and other first responders that the public health system in California is not as robust as it must be. Poor communications and obsolete procedures hobble the ability of laboratories, medical providers and public health authorities to protect the public. Experts and technologies are not tapped. Key positions are unfilled and authorities and responsibilities are unclear.

To Protect & Prevent recommended the State develop expert leadership, establish standards, increase training, improve communications and strengthen laboratory and other capacities essential to the public health infrastructure. It recommended core public health functions be consolidated into a single state department with a surgeon general providing expert and focused leadership and reporting directly to the Governor. It also recommended that the State re-establish a volunteer public health board to provide expert involvement and public accountability to the government's efforts.

I commend the Commission for putting together this powerful report calling for reorganization of the California public health system. As a physician who has worked for more than 20 years in local, state and national and international public health, and who has responsibility for the health and safety of thousands of employees in the U.S. and abroad, I fully support these recommendations. If implemented, I truly believe that lives can be saved.

*- T. Warner Hudson, M.D., FACOEM, FAAFP, Director, Health, Safety and Environment,
DSTOutput Member, Disaster Subcommittee of American College of Occupational &
Environmental Medicine*

For Our Health & Safety: Joining Forces to Defeat Addiction

March 2003

The abuse of alcohol and other drugs has an enormous impact on the health and well-being of Californians, and tremendous fiscal costs on government. From prisons to emergency rooms, addiction costs billions each year. In California, existing resources could be better used if prevention, treatment and enforcement efforts were better coordinated.



For Our Health & Safety recommends how state and community leaders could employ sound science to better respond to one of the most costly and harmful problems facing California.

Specifically, the State must develop a strategy that uses prevention, treatment and law enforcement where those tools have proven they can do the most to reduce the consequences of abuse and addiction.

The state Little Hoover Commission's recent report, like a RAND Corp. study, shows that drug treatment programs mean less spending on both incarceration and social programs down the road....Treatment rather than jail is a more cost-effective and less harmful approach. The voters agree. The governor should go along.

- Orange County Register editorial

Still In Our Hands: A Review of Efforts to Reform Foster Care in California

February 2003

The Commission has a long-standing interest in ensuring that California's most vulnerable residents receive adequate protection, nurturing and care. In 1999, the Commission detailed the perils that face children who are neglected or abused. In 2003, the Commission analyzed what progress, if any, had been made in reforming the foster care system. It found that considerable action was taken, but almost no progress was made and that the greatest obstacle to meaningful reform was the unwillingness on the part of both state and local leaders to take responsibility.

With no one in charge, the foster care system fumbles forward, and often backward, and costs children and families their happiness, their prosperity and even their lives. *Still In Our Hands* recommends the establishment of strong and supported leadership for the foster care system along with focused citizen oversight at both the state and county level.

Regulation of Acupuncture: A Complementary Therapy Framework - September 2004

In 2002, the Governor and the Legislature asked the Commission to assess some long-standing and contentious issues regarding the State's regulation of the acupuncture profession. Specifically, the Commission was asked to review the scope of practice and educational requirements for acupuncturists, the process for accrediting acupuncture schools and for examining licenses.

Regulation of Acupuncture recommends ways to amend the scope of practice to resolve ambiguities in California law. The report concludes that educational requirements are adequate, the Accreditation Commission of Acupuncture and Oriental Medicine should validate the quality of acupuncture training schools but California should continue to rely on its own examination. The Commission also identified opportunities for the State's consumer protection agencies to safeguard patients.

Measuring Results

Improving lives and making the most of existing resources.

The Commission's goal is not simply to make recommendations, but to assist in making reforms. In the past two years, working with the public, community officials, government leaders and members of the Legislature, the Commission has played a major role in turning recommendations into results. The list below identifies measureable results in the areas of public safety, alcohol and drug treatment, public health, foster care, mental health and immigrant integration. In virtually all cases, these improvements were made possible by public or community officials who saw value in the Commission's work. These leaders deserve credit and have the Commission's appreciation.

Public Safety

Protecting Public Safety. After a decade of recommendations from the Commission and other blue ribbon panels, officials with the Department of Corrections acknowledged that fundamental reforms are necessary. The Commission's finding that California's parole system was a billion-dollar failure put California's correctional policies in the national spotlight and required corrections officials to acknowledge their responsibility to prepare inmates for release. Nearly 100 newspapers, radio and television stations in California, as well as the New York Times and the NewsHour with Jim Lehrer featured the findings and recommendations from the Commission's report. Legislative hearings were held. Prompted by this and other high-profile indications of failure, the Governor established the Independent Review Panel on Corrections chaired by former Governor Deukmejian. Corrections officials have acknowledged that incarceration alone does not protect public safety and that programs that treat addiction and provide education and job skills are necessary to break the cycle of crime. The Independent Review Panel endorsed many of the Commission's recommendations.

Result: The administration is implementing reforms that have the potential to bolster offender preparation prior to release by establishing a department dedicated to preparing offenders for release.

Promoting national awareness of public safety challenges. The American Bar Association has recommended national reforms consistent with the Commission's recommendations in California. U.S. Supreme Court Justice Anthony Kennedy challenged the legal community to improve the nation's attention to prisons and corrections policies. In response, the American Bar Association formed the Kennedy Commission to respond to the challenge. The Little Hoover Commission was invited to advise the Kennedy Commission during its work. Ultimately, the Kennedy Commission cited the Commission in its final report and made parallel recommendations for graduated sanctions for parole violations and diversion opportunities for less serious offenses.

Result: The Kennedy Commission endorsed recommendations of the Little Hoover Commission and increased national attention on the need to improve corrections and public safety policies.

Strategic alignment of crime prevention. After issuing a report finding that the Office of Criminal Justice Planning was poorly managed and often failed to provide the leadership necessary to help communities fight crime, violence and drug abuse, the agency was abolished. As recommended by the Commission, OCJP programs were reassigned to agencies with subject matter and administrative expertise.

Result: An ineffective bureaucracy that for years had failed the critical task of protecting communities from crime was eliminated.

“The Little Hoover Commission reports are extremely useful, not only to statewide policy-makers, but also to local government leaders. The reports are concise, easily read and understood and contain policy recommendations that are non-partisan.

The research is invaluable from a policy perspective and provides an opportunity for policy-makers, both at the state and local level, to use the recommendations in a very practical way to solve problems. I have used Commission reports on violence prevention and immigration extensively to help devise strategies for policy direction.”

Anna Caballero, Mayor of Salinas

Balancing prevention and law enforcement efforts. As the Legislature grappled with budget cuts during the past two sessions, the Commission's analysis of youth crime and violence prevention was used to assess how best to judge the effectiveness of prevention and law enforcement strategies.

Result: Throughout the budget crisis, the State maintained most of its investment in youth crime and violence prevention programs.

Preventing youth crime and violence. Based on the Commission's work, local leaders in Alameda County developed a strategic approach to violence prevention. In developing their plan, local leaders drew from the Commission's work on youth crime and violence prevention to identify priorities and improve programs. The Commission provided assistance to the effort at the early stages of its developments.

Result: Alameda County has developed a Violence Prevention Blueprint to improve public safety and respond to the needs of community members.

Alcohol & Drug Treatment

Bringing attention to underlying drug and alcohol addiction problems. The Commission's report on alcohol and drug programs called for linking prevention, treatment and law enforcement efforts into a unified strategy to reduce the effects of drug and alcohol addiction. The Commission was asked to brief the deputy director for demand reduction of the Office of the National Drug Policy Control. In California, the Coalition of Alcohol and Drug Associations (CADA), a statewide coalition of consumers, providers, educators and advocates representing the voice for alcohol and drug abuse services called on the Governor to bring all stakeholders together to maximize California's efforts in reducing substance abuse. CADA's seven-point policy plan provided to the Governor and the Legislature encouraged the implementation of all the Commission's recommendations.

Result: The Commission's recommendations are the basis of a reform agenda that has been championed by a broad statewide coalition of alcohol and drug treatment stakeholders.

Implementing outcome-based standards for alcohol and drug treatment. The Department of Alcohol & Drug Programs established an Outcome Monitoring Program Implementation Workgroup, as recommended by the Commission to act as an advisory board for the implementation of the California Outcomes Monitoring System (CalOMS) project.

Result: Stakeholders had an improved opportunity for input on the development of the CalOMS system.

Public Health

Improving California's public health protections. The Commission analysis of public health preparedness has increased attention on the need to bolster emergency preparedness. The Commission's report on public health found that the State's public health resources were in disarray, underutilized and lack the ongoing support of senior officials needed to prevent public health threats and respond to emergencies. The Commission's report spurred changes in how the State utilizes public health resources.

Result: The Governor and Legislature have drawn from the Commission's work to craft reform proposals, including those offered by the California Performance Review, that will save lives, reduce costs and limit unnecessary harm.

Advancing research on public health threats. The California Endowment invested \$500,000 to assess California's ability to respond to the public health threats documented by the Commission. The foundation's investment provided California with the most comprehensive assessment to date of local preparedness for public health emergencies. The Commission's work, bolstered by the foundation-supported research, unearthed deficiencies in planning, coordination and collaboration between federal, state and local officials.

Results: California is better informed about potential public health threats and where improvements are needed to shore up emergency preparedness.

Enhancing scrutiny of consumer protection activities. In response to the Commission's report on the regulation of acupuncture, the Legislature's Joint Committee on Boards, Commissions and Consumer Protection is calling for improved standards for acupuncture practices. The Commission documented that the Acupuncture Board has not required licensed acupuncturists to adhere to national guidelines to prevent the spread of disease or cross contamination. The legislative committee has increased its scrutiny of the State Acupuncture Board and called for legislative reforms to ensure consumers are adequately protected.

Result: Statewide standards to ensure the safe delivery of acupuncture will improve, preventing public health threats.

"This report is a "Code Blue" for the California Public Health system, but for much more. Thanks to dedicated staff and magnificent history, California still has arguably the strongest health department in the country, despite the neglect and subordination it has suffered. Sadly, nearly every other large health department in the nation is suffering from similar problems of diffusion of energy and lack of support. Yet, Public Health in this nation could be resuscitated with genuine political support and leadership, and the structural repairs the report identifies. The Commission's report should be required reading at every school of public health and of government in the nation."

Richard Jackson, MD, MPH,
California Public Health Officer
former director, U.S. Centers for Disease

Foster Care

Identifying new resources to support foster youth. Prompted by the Commission's work, California's Employment Training Panel adopted new policies allowing emancipating foster youth to participate in training programs funded by the panel. The panel funds job training for workers facing multiple barriers to employment. The action creates additional opportunities for young adults leaving foster care to develop the skills needed for self-sufficiency and independence.

Result: Emancipating foster youth have improved access to training and employment opportunities.

"I was privileged to author many important bills to improve the lives of foster children in California. I was motivated to take on these issues largely because of the Little Hoover Commission's outstanding work and call to action. Keep doing what you are doing Little Hoover Commission. The Legislature and Governor would be wise to follow more of your recommendations."

Darrell S. Steinberg, California State Assemblyman 1998-2004

Improving the foster care system. The Commission helped guide California's outcomes and accountability system for the child welfare system. AB 636, authored by Assemblymember Darrell Steinberg, required the Health and Human Services Agency to form a task force to develop an outcomes and accountability system for the child welfare system. The Commission participated in discussions leading to the strongest effort ever to improve outcomes for children in the child welfare system.

Result: California developed a system for monitoring quality and promoting improvements in the system that serves some 40,000 children each year.

Enhancing oversight of foster care. The Commission's work led to new requirements for the California Mental Health Planning Council to ensure that children in foster care receive adequate mental health care. Under AB 376, authored by Assemblymember Judy Chu, the California Mental Health Planning Council was given specific duties to monitor the quality of mental health services for children in foster care, advocate to reduce stigma and improve advocacy. The requirements in AB 376 were drawn from the Commission's work on health and human services and its call to make better use of existing resources to improve oversight and accountability.

Result: The State has bolstered its oversight of California's foster care system, ensuring that more children will receive the services they need to succeed.

Making child welfare information accessible. Prompted by the Commission, the Department of Social Services has improved procedures for sharing information with the public. Prior to the change, department staff informed the public that to view licensing information they must be present in the licensing office where those materials are maintained. Family members would be required to visit multiple licensing offices around the State to view information on multiple providers. An inquiry from the Commission led to changes in regulations to make it clear that the public can request copies of public information be sent through the mail. The department also issued new training requirements for its licensing personnel to ensure public requests for information are responded to appropriately.

Result: Parents and family members have improved access to public information and are better able to ensure their children and family members are well served in licensed facilities.

Mental Health

Defining a statewide agenda for children's mental health. The Commission's report on children's mental health brought together children's advocates to explore the Commission's findings and craft a strategic effort to implement its recommendations. Meeting in San Francisco, and with the support and leadership of Assemblymember Leland Yee, Assemblymember Helen Thomson and San Francisco Mayor Willie Brown, over 100 delegates and stakeholders used the Commission's report to define an agenda for reform.

Result: The Commission's report broadened awareness of the challenges facing families who need mental health services for their children and guided a reform agenda.

Guiding community mental health planning and programs. The Commission helped Yolo County design a strategy to build a community mental health system that maximizes available resources, tailors care to needs and invests in prevention. Faced with a budget deficit, county officials contacted the Commission to help guide downsizing in the county's mental health system. The Commission worked with county leaders, community organizations, mental health consumers, service providers and others to use the opportunity to redesign county services to boost prevention efforts, tailor services to needs and make better use of existing revenues.

Result: Yolo County is better prepared to address continuing budget challenges and improve its mental health system.

Improving access to mental health care. The Commission assisted the Board of Behavioral Sciences in streamlining its testing procedures to be more responsive to licensing applicants. Prior to the changes, applicants faced unnecessary delays in taking a licensing exam. The board's streamlined administrative practices allowed it to better respond to shortages of licensed personnel in mental health fields.

Result: An artificial barrier to mental health care is removed, permitting more Californians to access quality services.

"The Little Hoover Commission was instrumental in facilitating a complete redesign of Yolo County's mental health program delivery system. Yolo County, like many California counties, has been stressed by the need to provide mental health services to an increasing client population with greater acuity in their illnesses, while receiving the same or less funding.

The executive director of the Commission and one of the Commission's senior analysts were invaluable in their assistance to this collaborative community/staff/provider process by providing a neutral outside perspective, informed by experience with other California counties. As we reached the end of the process, Commission staff were key in bringing consensus on contentious issues and tying reforms together into realistic and achievable recommendations.

Since the issuance of the panel's report, Yolo County has been able to implement most of the recommendations contained therein, and continues to benefit from the report's many insights."

John Clark
Deputy County Administrative Officer
Yolo County

Immigrant Integration

Shaping international dialogue on immigrant integration policies. The Commission's report on immigrant integration in California is informing immigration policy discussions for the European Union. The Migration Policy Group in Brussels invited the Commission to participate in an international conference on immigration policy. The Migration Policy Group was formed to advise the European Parliament on building a unified immigration policy for the member nations of the European Union. Two of five delegates invited from the United States were identified because of their contributions to the Commission's report.

Result: Commission's work supports international policies on immigration and immigrant integration.

Supporting community efforts to bolster immigrant integration. The San Diego Association of Governments has used the Commission's report on immigrant integration to improve local, state and federal partnerships in serving immigrants and addressing the impacts they have on the communities around San Diego. The Commission's report – with its emphasis on the rights and responsibilities of immigrants and communities – helped members of the San Diego Association of Governments find common ground on issues that have been divisive.

Result: Community leaders in the San Diego region are better equipped to address unresolved conflicts and ongoing challenges.

Change begins with

A Shared Understanding

To explain, to inspire and to guide is to initiate change.

Public understanding is essential to government accountability and improved performance. The Commission dedicates a portion of its resources to public discussion of its conclusions to help the public and policy-makers understand how public programs are functioning and can be enhanced. The Commission receives requests for presentations from public officials, civic and business leaders, the academic community and others, from foreign countries, Washington, D.C., other state governments and California's largest cities and smallest communities. In each venue, the Commission shares strategies with individuals and organizations that can improve public programs. This chronology documents these efforts.

January 2003

Public Policy Institute of California
San Francisco

Little Hoover Commission Projects and Procedures

Discussed the Commission's projects and efforts to measure its effectiveness. The discussion explored ways to increase the impact of projects and how to evaluate such efforts.

California Partnership for Children,
Children's Mental Health Policy Board
San Francisco

Children's Mental Health

Provided opening and closing remarks and participated in a day-long conference organized around the findings and recommendations in the Commission's report. Participants included Assemblyman Leland Yee, Mayor Willie Brown and Assemblywoman Helen Thomson.

Western Stream Migrants Forum
Mesa, Arizona

Immigrant Integration

Detailed Commission recommendations to medical professionals from throughout the western United States at this federally sponsored conference on improving health care services to migrant workers.

Enhancing Democracy

By themselves, and as a precursor to actual reforms, the Commission's projects provide these benefits:

Build Awareness. The Commission's reports are easy-to-understand analyses of state and local operations. The Commission is regularly asked to speak before university classes, foundations, non-profit organizations and other entities striving to understand how government operates.

Inspire Improvement. The Commission's charge is to encourage improvement in public services. The Commission dedicates considerable energy to encouraging state and local policy-makers and the public to demonstrate the leadership necessary to take on challenges and make improvements.

Guide Reformers. The Commission is consistently called upon to provide expert testimony and consultation before legislative hearings, policy briefings and statewide meetings focused on implementing Commission recommendations or exploring other ways to make improvements.

Provide Accountability. The Commission seeks to improve the performance of public agencies through accountability for how directives are fulfilled and resources are spent. Through public presentations the Commission provides public accountability for its own efforts.

February 2003

University of California Researchers
Santa Cruz

Teacher Workforce

Reviewed draft report and met with researchers examining the impact of mentoring programs on new teachers serving schools with large numbers of immigrant children. The researchers had consulted with the Commission throughout their project because of the Commission's work on teacher preparation.

March 2003

County Alcohol & Drug Program
Administrators Association of
California
Sacramento

Alcohol & Drug Treatment

Discussed Commission findings and recommendations and identified the significance for county program administrators.

California Welfare Outcomes and
Accountability Systems Task Force
Sacramento

Foster Care

Participated in a task force formed by the California Health & Human Services Agency to develop an outcome and accountability system for the child welfare system as required by AB 636 (Steinberg).

California Foster Youth Services
Training Conference
Los Angeles

Foster Care

Discussed Commission findings and recommendations at an annual training conference for staff that coordinate educational services for foster youth.

Los Angeles Community Service
Providers
Los Angeles

Prevention/Foster Care/Mental Health/Drug Treatment

Presented the Commission's work on prevention, mental health, foster care and drug abuse to community service providers in the harbor area of Los Angeles. The forum was organized by the Los Angeles Unified School District to focus on how the service providers, working through the schools, could sustain or improve services despite budget cuts.

Youth Development Network
San Diego

Youth Crime and Violence Prevention

Discussed Commission recommendations aligned with the goals of the network, an outgrowth of a youth development summit sponsored by Senator Dede Alpert.

April 2003

California Agricultural Leadership
Program
Sacramento

Affordable Housing

At the request of Assemblyman Joe Canciamilla and Senator Mike Machado, outlined the Commission's work, and its affordable housing study in particular to the 30 industry and government leaders participating in the program.

Schwab Foundation Symposium on
Youth Addiction
Sacramento

Alcohol and Drug Abuse Treatment

Discussed Commission findings and recommendations and responded to questions from participants. Following the symposium, briefed the deputy director for Demand Reduction, Office of the National Drug Policy Control, on the Commission's work.

California Department of Alcohol and
Drug Programs Meeting
Sacramento

Alcohol and Drug Abuse Treatment

Discussed Commission findings and recommendations to state, local and non-profit alcohol and drug program leaders at a meeting sponsored by the Department of Alcohol and Drug Programs (ADP). Participants discussed integration of services and disparity of standards between ADP programs and prison-based programs.

California Association of Alcohol and
Drug Program Executives (CAADPE)
Sacramento

Alcohol and Drug Abuse Treatment

Discussed Commission findings and recommendations with the legislative director for CAADPE, including opportunities for implementation of recommendations through the Legislature.

State Assembly
Sacramento

Alcohol and Drug Abuse Treatment

Testified before the Assembly Budget Subcommittee on Health and Human Services on the Commission's findings and recommendations.

California Association of Alcohol and
Drug Program Executives (CAADPE)
Sacramento

Alcohol and Drug Abuse Treatment

Presented Commission findings and recommendations at the annual convention of CAADPE and advocated the organization's potential role in implementing the recommendations.

Western Regional Child Abuse and
Neglect Conference
Davis, California

Foster Care

Provided the keynote address at this 22nd annual conference sponsored by the University of California, Davis on the Commission's efforts to improve outcomes for abused and neglected children and led a workshop outlining strategies to improve accountability and enhance outcomes.

Accessing Health Services for Children
in Foster Care, Northern California
Task Force
Oakland

Foster Care

Discussed the Commission's efforts to implement its recommendations and the Commission's work on human services redesign.

California Mental Health Advocates for
Children and Youth
Asilomar, California

Foster Care

Discussed the Commission's findings and recommendations and challenged the audience to increase expectations of existing citizen review panels and to identify and partner with the Commission to remove barriers to health care, education and other services needed by foster youth.

Sacramento Unified School District
Sacramento

Foster Care

Discussed with school district staff strategies to improve opportunities for foster youth and former foster youth to obtain job training, mentors and other support services to enhance their opportunities to be self-sufficient.

Governor's Office
Sacramento

Public Health

Discussed Commission findings and recommendations with the Governor's staff and a chief deputy from the Department of Health Services.

California Senate
Sacramento

Public Health

Discussed Commission findings and recommendations with Senator Deborah Ortiz, chair of the Senate Health and Human Services Committee and her staff.

May 2003

California Association of Local
Housing Finance Agencies
Sacramento

Affordable Housing

Participated in the spring conference focusing on housing and land use legislation under consideration, California's changing demographics and trends in affordable housing construction.

State Senate
Sacramento

Alcohol and Drug Abuse Treatment

Testified before the Senate Budget Subcommittee on Health, Human Services, Labor and Veterans Affairs on Commission findings and recommendations regarding the targeting of resources to clients posing the greatest social and financial costs to the State.

Nevada County Superintendent of
Schools
Grass Valley

U.S.-European Policy Dialogue of the
Migration Policy Group
Brussels, Belgium

California Task Force to implement
the Eliminating Barriers Initiative
Sacramento

California Conference of Local Health
Officers
Sacramento

State Senate and Assembly
Sacramento

Foster Care

Discussed options for establishing a citizen's review panel to build public support for children's programs and improve public accountability with the Nevada County superintendent of schools.

Immigrant Integration

Discussed Commission findings and recommendations with representatives from each nation within the European Union to formulate a shared statement on immigration and to draft supporting policy proposals for the European Parliament.

Mental Health

Participated in a task force to implement the federal initiative that would reduce stigma and discrimination experienced by people with mental health needs and identified opportunities to leverage the federal initiative to create a Mental Health Advocacy Commission.

Public Health

Discussed Commission findings and recommendations with conference participants.

Public Health

Discussed Commission recommendations with conference Assemblymembers Patricia Bates, vice chair of Assembly Appropriations Committee; Dario Frommer, chair of Assembly Health Committee; Robert Pacheco, vice chair of Assembly Health Committee; Keith Richman, and Senator Aanestad, vice chair of Senate Health Committee.

June 2003

Adolescent Substance Abuse
Treatment Assessment
Sacramento

Mendocino County Officials
Ukiah

Sacramento City Unified School
District and the Governor's Mentoring
Partnership
Sacramento

Children's Advocates
Sacramento

California Department of Alcohol and
Drug Programs
Sacramento

Alcohol and Drug Abuse Treatment

Invited by the Public Health Institute to participate in a panel to discuss the design of a system of care for substance abusing adolescents that would incorporate all necessary services, sustain public support and attract necessary funding.

Children's Mental Health

Facilitated an ad hoc meeting of officials to identify and implement strategies to improve services to children with mental health needs.

Foster Care

As part of a limited on-going support effort, met with representatives from the school district and the mentoring partnership to develop a strategy to recruit 100 additional mentors for foster youth in Sacramento schools.

Foster Care

Facilitated a meeting of children's advocates to discuss proposals for improving public awareness and advocacy relating to outcomes for children and families.

Foster Care

Discussed a research project to examine whether children enrolled in Healthy Families are receiving adequate drug treatment and mental health services through their providers with the director and staff from the Department of Alcohol and Drug Programs.

Immigration Museum for New
Americans
San Diego

Immigrant Integration

Discussed Commission findings and recommendations in the keynote speech at the inaugural conference of the museum. The goal of the conference was to foster dialogue among policy-makers, foundations, business and civic leaders and representatives of immigrant organizations in the San Diego region.

Mental Health Summit for Law
Enforcement
Sacramento

Mental Health

Discussed Commission recommendations with national experts meeting to discuss strategies for diverting mental health clients from the criminal justice system.

Council of Mentally Ill Offenders
Sacramento

Mental Health

Discussed opportunities before the council, created as a result of a Commission recommendation, to improve state and local programs serving offenders with mental health needs.

Yolo County Officials
Woodland

Mental Health

Advised officials and a committee of community members on strategies for restructuring mental health services to address revenue shortfalls and improve outcomes for clients and community members. Agreed to participate in weekly meetings.

July 2003

Child Welfare Outcome and
Accountability Task Force
Sacramento

Foster Care

Participated in a task force under the direction of the Health and Human Services Agency to develop a proposal to present to the Legislature to create a Child Welfare Outcome and Accountability System.

August 2003

Foster Youth
Tehama County

Foster Care

Discussed challenges facing children in foster care with foster youth to identify strategies the Commission could pursue to improve outcomes for children in out-of-home placements.

September 2003

Sutter Health System and Sutter
Medical Foundation
Sacramento

Mental Health

Explored opportunities to improve mental health care within the primary care field with representatives from health organizations.

California Center for Health
Improvement
Sacramento

Public Health

Discussed with the chief executive officer the potential for private sector leadership in stemming hospital-acquired infections.

State Assembly
Sacramento

Public Health

Assisted Assembly Health Committee staff in planning an interim hearing on implementing the Commission's recommendations to create a public health department led by a surgeon general.

October 2003

California Partnership for Children
Sacramento

Children's Mental Health

Advocated for implementation of the Commission's recommendations.

California Grand Jurors' Association
Ventura

Citizen Oversight

Discussed Commission's mission and work at the annual conference of an all-volunteer, educational, not-for-profit corporation that trains new grand jurors and educates the public about the civil oversight role of grand juries.

China State Law and Administrative
Training Delegation
Sacramento

Citizen Oversight

Met with 25 government officials from different ministries, bureaus and other organizations in China's central government to discuss the role of the Commission as an independent state oversight agency.

Sacramento, Placer and Yolo County
Mental Health Organizations
Sacramento

Mental Health

Participated in the first "Walk for Mental Health," a joint effort sponsored by multi-county mental health organizations as a first step toward communities working to overcome the stigma of mental health needs – a recommendation from the Commission's report.

California Medical Association
Sacramento

Public Health

Discussed implementation of the Commission's recommendations with the medical association leadership.

Sixth Annual California Prevention
Summit
San Jose

Youth Crime and Violence Prevention

Presented Commission's prevention-related recommendations from various reports to representatives from organizations, agencies and volunteers working in partnership to advance primary prevention work concerning alcohol, tobacco and other drug problems in California communities.

November 2003

California Youth Connection
Sacramento

Foster Care

Participated as a panelist at a policy conference organized by current and former foster youth.

The Pacific Institute for Community
Organizing (PICO)
Sacramento

Immigrant Integration

Met with officials from PICO, a group organizing a series of focus groups in the central valley and Los Angeles, regarding the Commission's recommendation to link rights and responsibilities in immigrant policies as a way to explore attitudes toward licensing undocumented immigrant drivers.

State Senate
Sacramento

Special Districts

Testified at a Senate Local Government Committee interim hearing on special districts examining governance issues addressed in the Commission's report.

Monterey County Elected Officials
Monterey

Youth Crime & Violence Prevention

Met with elected officials at a meeting convened by the League of California Cities Latino Caucus to address escalating problems of youth and gang violence.

2003 Violence Prevention Priority Area
Convening
Costa Mesa

Youth Crime & Violence Prevention

Presented the Commission's work on youth violence prevention at a conference sponsored by The California Wellness Foundation.

December 2003

State Assembly
Sacramento

Public Health

Testified before the Assembly Veterans Affairs Committee Oversight Hearing on the California National Guard regarding the Commission's recommendation for improving chain of command, communication and establishing coordinated practice drills to prepare for public health emergencies.

Association of California Water
Agencies Annual Conference
San Diego

Special Districts

Discuss with conference attendees how to increase the visibility and accountability of districts, including whether legislation is needed.

Violence Prevention Institute
Oakland

Youth Crime & Violence Prevention

Assisted the institute with a meeting to develop an Alameda County violence prevention plan, part of an ongoing effort spearheaded by Alameda County Supervisor Nate Miley.

January 2004

State Senate
Sacramento

Parole Reform

Testified at an informational hearing on parole convened by the Senate Select Committee on the Correctional System.

State Assembly
Sacramento

Parole Reform

Discussed legislative proposals to implement the Commission's recommendations with Assemblymembers Lori Hancock and Mark Leno.

State Senate
Sacramento

Public Health

Testified before the Senate Health and Human Services Committee hearing on the Commission's recommendations for rebuilding public health.

California National Guard
Sacramento

Public Health

Met with a colonel from the California National Guard to discuss the Commission's findings and recommendations focusing on chain of command and integration with strategic partners during public health emergencies.

February 2004

State Senate and Assembly
Sacramento

Parole Reform

Testified at a joint legislative hearing on the children of incarcerated parents.

Association of California Cities Allied
with Prisons Annual Conference
Sacramento

Parole Reform

Discussed the Commission's findings and recommendations at this conference hosted by the Chamber of Commerce.

State Assembly
Sacramento

Parole Reform

Provided lead testimony for an Assembly Public Safety Committee informational hearing to explore potential educational reforms in prisons.

March 2004

California Performance Review
Sacramento

Government Reorganization

Discussed the Commission's findings and recommendations with staff of the California Performance Review, with a particular emphasis on the Commission's work on human services redesign.

California State Association of
Counties (CSAC) Administration of
Justice Policy Committee
Sacramento

Parole Reform

Discussed the Commission's findings and recommendations with California county leaders.

State Assembly
Sacramento

Parole Reform

Testified at an Assembly Public Safety hearing on improving transitional educational services for prison inmates.

County Health Executives Association
of California
Sacramento

Public Health

Discussed the Commission's findings and recommendations with ranking health officials from California counties and three large cities.

April 2004

American Bar Association's Kennedy
Commission
Sacramento

Parole Reform

Chairman Michael Alpert testified before the American Bar Association's Kennedy Commission on findings and recommendations from the Commission's work on public safety issues, including the parole system, prison policies, juvenile justice, youth crime and violence prevention and alcohol and drug treatment.

State Senate
Sacramento

Parole Reform

Testified at the Senate Public Safety Committee hearing on measures authored by Senator Charles Poochigian relating to prison inmate work credits and a risk assessment process to reduce recidivism.

May 2004

Business, Transportation & Housing
Agency
Sacramento

Affordable Housing

Met with Sunne McPeak, agency secretary, to discuss the Commission's work and its continuing interest in advancing policies to develop an adequate supply of housing, including affordable housing.

Housing Stakeholders
Sacramento

Affordable Housing

Participated in meeting of housing stakeholders convened by Sunne Wright McPeak, secretary, Business, Transportation and Housing Agency.

Health & Human Services Agency
Sacramento

Human Services Redesign

Discussed Commission findings and recommendations with Kim Belshé, secretary, Health & Human Services Agency.

State Senate
Sacramento

Human Services Redesign

Discussed Commission findings and recommendations with Assemblymember Lois Wolk, chair, Assembly Committee on Human Services.

California Performance Review
Sacramento

Human Services Redesign

Discussed Commission findings and recommendations with Paul Miner, chief deputy cabinet secretary and other members of the California Performance Review.

California State Association of
Counties (CSAC)
Sacramento

Human Services Redesign

Discussed Commission findings and recommendations with executives from the California State Association of Counties.

Civic Leaders
Sacramento and Yolo Counties

Human Services Redesign

Discussed Commission findings and recommendations and opportunities for local efforts to improve health and human services with a group of civic leaders from Yolo and Sacramento counties involved in health and human services.

State Senate
Sacramento

Parole Reform

Testified at the Senate Public Safety Committee on a Commission-supported bill to reform and expand education programs in prisons.

California Correctional Officials
Sacramento

Parole Reform

At the invitation of the California Correctional Peace Officers Association, attended a presentation by a national expert on evidence-based strategies for prisoners and parolees.

Journal of History & Economic
Thought (JEHT) Foundation
Sacramento

Parole Reform

Advised the president and staff of the JEHT Foundation on how it could fund community-based efforts to implement the Commission's recommendations.

Governor's Independent Review Panel
Sacramento

Parole Reform

Met with Joe Gunn, executive director of the Governor's Independent Review Panel, which developed recommendations for restructuring the State's correctional system.

State Senate
Sacramento

Parole Reform

Provided an update to Senator Gloria Romero, chair, Select Committee on the California Correctional System, on the women and parole study.

June 2004

State Assembly
Sacramento

Alcohol and Drug Abuse Treatment

Testified at the Assembly Public Safety Committee hearing on a measure that would provide drug treatment, rather than confinement, for parolees of the California Youth Authority who have been charged with non-violent drug possession.

Expert Panel to Review the California
Department of Aging Structure
Sacramento

Governing the Golden State

Participated on an expert panel chaired by Assemblymember Lynn Daucher to review and evaluate options for structural realignment for state administered programs serving older Californians.

Ventura County Board of Supervisors
Ventura County

Human Services Redesign

Discussed the Commission's findings and recommendations. The board unanimously passed a resolution supporting the recommendations and wrote letters of support to the Governor and the Commission.

State Assembly
Sacramento

Parole Reform

Testified at the Assembly Public Safety Committee on a Commission-supported bill that would require the Department of Corrections and others to determine how to best encourage inmates to complete educational, vocational and substance abuse programs.

State Assembly
Sacramento

Public Health

Testified before the Assembly Health Committee on a measure based upon the Commission's recommendation to create a Department of Public Health within the Health and Human Services Agency to be headed by a State Health Officer.

PolicyLink
Sacramento

School Facilities

Participated in a round table discussion sponsored by the non-profit organization PolicyLink that explored ways to improve school construction. Commission recommendations were cited and endorsed.

July 2004

Next Ten Project
Monterey

Governing the Golden State

Presented Commission findings and recommendations to senior advisors of the Next Ten Project at the Panetta Institute. The Next Ten Project is conducting regional meetings with community leaders to build understanding and support for structural solutions to the State's budget and revenue problems.

California Council for Environmental
and Economic Balance
Lake Tahoe

Governing the Golden State

Presented Commission findings and recommendations and discussed the Commission's role in a government reorganization process.

Corrections Leadership Summit
Sacramento

Parole Reform

Attended portions of a week-long summit convened by Rod Hickman, secretary, Youth and Adult Correctional Agency to discuss with staff and management the recommendation of the Independent Review Panel (IRP). Several key recommendations of the IRP were based on Commission recommendations.

August 2004

State Council on Developmental
Disabilities
Sacramento

Government Reorganization

Discussed the Commission's role in reviewing government reorganization plans.

San Diego Association of Governments
(SANDAG)
San Diego

Immigrant Integration

Presented Commission findings and recommendations to the SANDAG Borders Committee in a special session held to explore the impact of undocumented immigrants on the San Diego region.

September 2004

James Irvine Foundation
San Francisco

Governing the Golden State

Discussed the Commission's recommendations with representatives from the James Irvine Foundation, which is funding projects that build community support for persistent public problems.

Foundation Consortium
San Francisco

Human Services Redesign

Presented the Commission's recommendations on improving state and county government relationships to the board of directors of the Foundation Consortium, an alliance of corporate, private, community and family foundations that share a common vision.

State Senate
Sacramento

Parole Reform

Testified at the first of a series of hearings held by the Senate Prison Oversight Committee to explore recommendations by the Independent Review Panel and the Commission regarding the structure of the Youth and Adult Correctional Agency.

October 2004

Housing Users Statistics Group
Berkeley

Affordable Housing

Presented Commission findings and recommendations regarding structural barriers to the development of an adequate supply of housing at the second annual meeting of the Housing Users Statistics Group convened by the Berkeley Program on Housing and Urban Policy.

Children's Roundtable Foster Care
Task Force
Sacramento

Foster Care

Discussed Commission's work on reforms in child welfare services with task force members at a seminar sponsored by the Children's Advocacy Institute.

December 2004

State Senate and Assembly
Sacramento

Acupuncture Regulation

Testified before the Joint Committee on Boards, Commissions and Consumer Protection on the Commission's conclusions regarding acupuncture at a hearing that is part of the sunset review process for the Acupuncture Board.

Executive Fellows
Sacramento

Government Reorganization

Discussed Commission's work on government reorganization with recent university graduates selected to work as executive fellows in the offices of department directors.

Department of Consumer Protection
Sacramento

Government Reorganization

Met with the director and staff to discuss the Commission's work on government reorganization.

State Senate
Sacramento

Government Reorganization

Met with the staff of the newly formed Senate Committee on Government Modernization, Efficiency and Accountability to discuss the Commission's work on government reorganization.

CEO Roundtable Meeting of the San
Diego Chamber of Commerce
San Diego

Government Reorganization

Discussed the Commission's work on government reorganization with business leaders in the San Diego region.

Public Safety Grant Program Manager
Sacramento

Office of Criminal Justice Planning

Met with the official who is managing the grant programs once administered by the Office of Criminal Justice Planning to discuss the Commission's recommendations for reforming how those grants are managed.

Legislation 2003-04

For the purpose of assisting the Governor and Legislature.

The Commission supported 17 bills during the 2003-04 Legislative Session that would implement its recommendations. The measures were in the areas of affordable housing, children's services, drug and alcohol abuse treatment, parole, prisons and public health. Of those 17 bills, two were signed into law, six were vetoed, one failed passage in policy committee, seven failed passage in fiscal committee, and one was amended into language unrelated to Commission recommendations.

Affordable Housing

AB 389 (Montañez) – Requires a database and inventory be maintained to capture information on brownfields. Combines provisions of SB 493 (Cedillo) enacting the Calif. Land Reuse & Revitalization Act of 2004. *Signed by Governor, Chapter 705.*

AB 1426 (Steinberg) – Dedicates housing bond funds for designated communities that meet the voluntary affordable housing production standards. *Vetoed.*

SB 493 (Cedillo) – Reestablishes funding to the Cleanup Loans and Environmental Assistance to Neighborhoods Account (CLEAN) to make loans available for encouraging the cleanup and redevelopment of brownfields. *Failed to pass in Assembly Appropriations.*

SB 744 (Dunn) – Requires Department of Housing and Community Development to hear appeals on applications for the construction of affordable housing developments. *Failed to pass in Assembly.*

Children's Services

AB 380 (Steinberg) – Enables counties in the Children's System of Care program to systematically collect and maintain data that demonstrates specific outcomes of CSOC. Substantially amended to become Assemblymember Chan's bill regarding the California Children & Families Commission. *Failed to pass in Senate.*

SB 693 (Murray) – Establishes an undersecretary of foster care coordination within the Health and Human Services Agency. *Failed to pass in Assembly Appropriations.*

SB 1343 (Escutia) – Requires Superintendent of Public Instruction to establish a task force to develop recommendations for an Infant and Toddler Care Master Plan. *Vetoed.*

Drug & Alcohol Abuse Treatment

AB 2483 (Chan) – Increases the coordination and availability of substance abuse treatment for adolescents by establishing pilot programs in four counties. *Failed to pass in Assembly Appropriations.*

SB 519 (Vasconcellos) – Provides drug treatment, rather than confinement, for parolees of the California Youth Authority who have been charged with non-violent drug possession. *Vetoed.*

Parole

AB 854 (Koretz) – Expands purpose of imprisonment to include education and job training strategies proven to increase public safety and reduce recidivism. *Signed by Governor, Chapter 747.*

AB 2815 (Hancock) – Establishes pilot programs to provide pre-release planning information to local agencies so they may target resources and enhance the work of PACT in reintegrating inmates back into the community. *Failed to pass in Assembly Appropriations.*

SB 1660 (Poochigian) – Requires Department of Corrections and others to determine how to best encourage inmates to complete educational, vocational, and substance abuse programs. *Failed to pass in Assembly Appropriations.*

SB 1715 (Poochigian) – Requires Department of Corrections to begin the recidivism risk assessment process at the time of incarceration, rather than waiting until the time of an inmate's parole. *Failed to pass in Senate Appropriations.*

Prisons

AB 1219 (Montañez) – Creates an educational board within the Department of Corrections, which will appoint a superintendent of correctional education and establish standards for inmate education. *Vetoed.*

AB 1914 (Montañez) – Enacts the Prison Education Act; requires a newly constituted committee to develop and implement a plan for providing transitional educational services for inmates, including, but not limited to, counseling and placement services. *Vetoed.*

Public Health

SB 858 (Ortiz) – Creates the Department of Public Health within the Health and Human Services Agency; transfers specified programs and responsibilities from the Dept. of Health Services to DPH; establishes a 13-member Public Health Board to provide involvement of the programs administered by DPH. *Failed to pass in Assembly Appropriations.*

SB 1487 (Speier) – Requires hospitals to collect and provide data concerning hospital-acquired infections to the Office of Statewide Health Planning & Development and the Department of Health Services. *Vetoed.*

Consulting with Experts

Over 500 experts and consumers have advised the Commission.

The following people testified at the Commission’s public hearings, served on advisory committees, expert panels or focus groups, or advised the Commission with their expertise. The list reflects their titles and positions at the time they participated in the Commission study process. Under the Little Hoover Commission’s process, hearing witnesses and advisory committee members provide advice and information but do not vote or comment on the final product.

Witnesses for Hearings on Foster Care

Gwen Bartholomew, Co-Founder Grandma’s Angels	Charlene Chase, Director Santa Barbara County Department of Social Services	Joyce R. Lewis, Vice President National Foster Parent Association
Berisha Black, Emancipation Ombudsman Los Angeles County Department of Children and Family Services	Patricia Curry, Commissioner Los Angeles County Commission for Children and Families	Linda Lewis, Executive Director Western Child Welfare Law Center
Anita M. Bock, Former Director Los Angeles County Department of Children and Family Services	Jaci Davis, Member California Youth Connection	Stephen Mayberg, Ph.D., Director CA Department of Mental Health
Yvonne Brathwaite Burke Supervisor, Second District Los Angeles County Board of Supervisors	Sweet Alice Harris Founder and Executive Director Parents of Watts	Dennis McFall, Director Behavioral Health Services Siskiyou County
Alice Bussiere, Staff Attorney Youth Law Center	Grantland Johnson, Secretary Health and Human Services Agency	Stuart Oppenheim Northern Regional Director Human Services Agency, San Mateo County
	Marjorie Kelly, Interim Director Los Angeles County Department of Child and Family Services	Sylvia Pizzini, Deputy Director Children and Family Services Division, CA Department of Social Services

Witnesses for Hearings on Alcohol & Drug Treatment

Richard Browne Director of Program Development & Technical Assistance, Los Angeles County Department of Health Services	George J. Doane, Deputy Director Division of Law Enforcement California Department of Justice	James P. Gray, Judge Orange County Superior Court
Victor Capoccia, Ph.D., Program Officer Substance Abuse Policy Research Program Robert Wood Johnson Foundation	Michael Falasco, Legislative Liaison Wine Institute	Melody Heaps, President Treatment Alternatives for Safe Communities
Timothy P. Condon, Ph.D. Associate Director National Institute on Drug Abuse National Institutes of Health	Suzanne Gelber, Ph.D., President SGR Health, Ltd. and The Avisa Group	Dellena Hoyer-Johnson The Effort
Karen S. Dalton, DrPH, CJM Director, Correctional Services Division Los Angeles County Sheriff’s Department	Alice Gleghorn, Ph.D., Director of Research, Epidemiology and Grants Community Substance Abuse Services San Francisco Department of Public Health	C. Kathryn Icenhower, Ph.D. Executive Director SHIELDS for Families Project, Inc.
	Amalia Gonzalez del Valle Project Director Contra Costa Substance Abuse Services Division	Martin Iguchi, Ph.D., Director Drug Policy Research Center, RAND
		Gary Jaeger, M.D., President California Society of Addiction Medicine

Kathryn Jett, Director
CA Department of Alcohol & Drug
Programs

Bill Kelly, Commander
Sacramento County Sheriff's
Department Narcotics Unit

John D. Larson, Deputy Director
Department of Alcohol & Drug
Programs
Santa Clara County

Douglas Longshore, Ph.D.
Research Sociologist
Integrated Substance Abuse
Programs
UCLA Department of Psychiatry and
Biobehavioral Sciences

Patrick N. Lunney, Director
Division of Law Enforcement
CA Department of Justice

Stephen V. Manley, Judge
Superior Court
County of Santa Clara

Andrew McGuire, Executive Director
Trauma Foundation

A. Thomas McLellan, Ph.D., Director
Treatment Research Institute
University of Pennsylvania

Joseph D. McNamara, Ph.D.,
Research Fellow
Hoover Institution, Stanford
University

Toni J. Moore
Director, Alcohol and Drug
Programs
Sacramento County Department of
Health & Human Services

James Mosher, J.D.
Senior Program Director
Division of Legal Policy Analysis
Pacific Institute for Research and
Evaluation

Verdia Nix

Tina Nunes Ober
Deputy District Attorney
Santa Clara County District
Attorney's Office

Rosalie Pacula, Ph.D., Economist
Drug Policy Research Center, RAND

Michael Prendergast, Ph.D.
UCLA Integrated Substance Abuse
Programs
Criminal Justice Research Group

Richard A. Rawson, Ph.D.
Associate Director
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David W. Rinaldo, Ph.D., Partner
SGR Health, Ltd. and The Avisa
Group

Gary Sanchez
Deputy Probation Officer
Santa Clara County Probation
Department

Allen Sawyer, Interim Executive
Director, Governor's Office of
Criminal Justice Planning

Little Hoover Commission Alcohol & Drug Treatment Advisory Committee

Daniel N. Abrahamson
Director of Legal Affairs
Drug Policy Alliance

Sarah Angel, Assembly Fellow
with the office of
Assembly Member Jenny Oropeza

Gayl M. Anglin, Ph.D.
UCLA Integrated Substance Abuse
Programs

Judy Appel
Deputy Director of Legal Affairs
Drug Policy Alliance

Tom Aswad, Member
Contra Costa Alcohol and Other
Drugs Advisory Board

Susan Blacksher, Executive Director
California Association of Addiction
Recovery Resources

Verda Bradley, Ph.D, LCSW
Dual Diagnosis Services
Department of Mental Health
Los Angeles County

Michael K. Brady, Consultant to
Senator John Burton

Ed Carlson
Substance Abuse Program Officer
Charles and Helen Schwab
Foundation

Jennifer Cassulo
Executive Assistant
CAADPE

Alexandra Cox
Drug Policy Alliance

Michael Cunningham
Department of Alcohol and Drug
Programs

Sherry Daley, Public Policy
Coordinator
California Association of Alcoholism
and Drug Abuse Counselors

Karen S. Dalton, DrPH, CJM,
Director
Correctional Services Division
Los Angeles County Sheriff's
Department

Warren Daniels, CADC Chairman
CCBADC

David Deitch, Ph.D.
Clinical Professor of Psychiatry/
Director, Addiction Training Center
University of California, San Diego

Carmen Delgado
Assistant Deputy Director
Program Operations Division
CA Department of Alcohol and Drug
Programs

Steve De Ross
Assistant Chief Probation Officer
Sacramento County

Chuck Deutschman, Director
Contra Costa County Substance
Abuse Services Division

Gary Dunlap, CADC Executive
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David Farabee, Ph.D.
UCLA Integrated Substance Abuse
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David Feinberg, Manager
Residential & Outpatient Programs
Compliance Branch
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Pacific Southwest Addiction
Technology Transfer Center
Integrated Substance Abuse
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Venus L. Garth, Chief
Work Services Branch, Welfare to
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Suzanne Gelber, Ph.D., President
SGR Health, Ltd. and The Avisa
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Brian Greenberg, Ph.D.
Vice President & Director of
Development
Walden House

Christine Grella, Ph.D.
Associate Research Psychologist
UCLA Drug Abuse Research Center

Frederick Heacock, Deputy Director
Alcohol, Drug & Mental Health
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Sue Heavens
Youth Treatment Analyst, OPSA
CA Department of Alcohol & Drug
Programs

Sharon Jackson, Deputy Director
Parole and Community Services
Division
Department of Corrections

Gary Jaeger, M.D., President
California Society of Addiction
Medicine

Ross Jamison, Research Consultant
Center on Juvenile and Criminal
Justice

Les Johnson
CA Department of Alcohol and Drug
Programs

Guy Howard Klopp
Policy, Planning, Evaluation
Training Manager
Sacramento County Alcohol & Drug
Services Division

Victor Kogler, Consultant
Former Director, Alcohol and Drug
Programs
Santa Barbara County

Jim L'Etoile, Assistant Director
Office of Substance Abuse
Department of Corrections

Christopher Lewis, Licensing &
Certification Division
CA Department of Alcohol & Drug
Programs

Rebecca Lira, Deputy Director of
Licensing & Certification
CA Department of Alcohol and Drug
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Daniel Macallair, Vice President
Center for Juvenile & Criminal
Justice

Al Medina, Administrator
Alcohol and Drug Programs
San Diego County

Helyne Meshar, Executive Director
CAADPE

Charles Moore, M.D., Medical
Director, Chemical Dependency
Recovery Program, Kaiser
Permanente Medical Group Inc.

Toni J. Moore, Director
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Sacramento County Department of
Health & Human Services

Maria Morfin
Program Manager
Sacramento County Alcohol & Drug
Services Division

Rod Mullen, President & CEO
Amity Foundation

Marcus Nieto
Research Program Specialist
California Research Bureau

Sue North, Chief of Staff
Senator John Vasconcellos

Patrick Ogawa, Director
Los Angeles County Alcohol and
Drug Program Administration
Department of Health Services

Joseph Ossmann
Manager, Proposition 36 Unit
Board of Prison Terms

Martin Prisco
Department of Alcohol & Drug
Programs

Ruth Range
League of Women Voters
Children's Lobby

Gary E. Ransom, Judge
Sacramento County Superior Court

Richard A. Rawson, Ph.D.
Associate Director, UCLA Integrated
Substance Abuse Programs

Henry Richards, Ph.D.
PBSI/The Washington Institute for
Mental Illness Research and
Training

David W. Rinaldo, Ph.D., Partner
SGR Health, Ltd. and The Avisa
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Terry Robinson, Program Director
Children & Family Futures

Al Rodriguez, Manager, Alcohol,
Drug & Mental Health Services,
Santa Barbara County

Louis Romero, Supervising Assistant
Public Defender, Sacramento
County Public Defender's Office

Jim Rowland, Chief Probation
Officer, Napa County

Suzanne Salazar, Deputy District
Attorney, Sacramento County
District Attorney's Office

Prentice E. Sanders, Chief of Police
San Francisco Police Department

Del Sayles-Owen
CA Department of Alcohol and Drug
Programs

David Smith, Founder
Haight Ashbury Free Clinics

Trisha Stanionis, Executive Director
The Effort

Elizabeth Stanley-Salazar, MPH
Vice President
Director of Public Policy
Phoenix Houses of California, Inc.

Antonia Taylor
Work Support Services
Department of Social Services

Sushma Taylor, Ph.D., Co-Chair
California Perinatal Treatment
Network, Center Point, Inc.

Craig Toni, Parole Agent III
Parole and Community Services
Division
Department of Corrections

Don Troutman
CSTL, Inc.

Joan Ellen Zweben, Ph.D.,
Executive Director
The 14th Street Clinic & EBCRP
Department of Psychiatry, UCSF

Witnesses for Hearing on Public Health

Raymond J. Baxter, Ph.D. Senior Vice President, Community Benefit, Kaiser Permanente	Steve Hon, President County Health Executives Association of California	Carmen R. Nevarez, M.D., M.P.H. President, California Conference of Medical Directors and Vice President of External Relations Public Health Institute
Lester Breslow, M.D., M.P.H. Member, Los Angeles County Public Health Commission Former Dean, UCLA School of Public Health	Loren Arthur Johnson, M.D. Immediate Past President California Chapter of the American College of Emergency Physicians (CAL/ACEP)	Roger C. On, M.D. Practicing Cardiologist and Assistant Clinical Professor of Medicine, UCLA School of Medicine
Richard J. Burton, M.D., M.P.H. Former Associate Director CA Department of Health Services	Philip R. Lee Former Assistant Secretary, U.S. Health & Human Services Agency, Consulting Professor, Stanford University	The Honorable Keith S. Richman, M.D., M.P.H., Member of the California State Assembly
David M. Carlisle, M.D., Ph.D. Director, Office of Statewide Health Planning and Development	Jack C. Lewin, M.D. Chief Executive Officer California Medical Association	Robert Ross, M.D., President and CEO, California Endowment
C. Duane Dauner, President California Healthcare Association	Poki Stewart Namkung, M.D., M.P.H. President, California Conference of Local Health Officers Director of Public Health and Health Officer, City of Berkeley	Jeffrey L. Rubin, Chief Disaster Medical Services Division Emergency Medical Services Authority
Jonathan E. Fielding, M.D., M.P.H. Director of Public Health and Health Officer, Los Angeles County Department of Health Services		James B. Simpson, J.D., General Counsel, Public Health Institute
George R. Flores, M.D., M.P.H. Consultant, California Endowment		

Little Hoover Commission Public Health Advisory Committee

Steve Andriese, President Emergency Medical Services Administrator Association of California	Sheriff Michael S. Carona Orange County Sheriff's Office	Jonathan E. Fielding, M.D., M.P.H. Director of Public Health and Health Officer, Los Angeles County Department of Health Services
Vicki Bermudez, R.N. Regulatory Policy Specialist California Nurses Association	Colonel Charlie Cross California National Guard	George R. Flores, M.D., M.P.H. Consultant, California Endowment
Mike Boyd, Associate Director U.C. Davis Medical Center	Mark DiCamillo, Director The Field Institute	Greg Franklin, M.H.A., Deputy Director, Health Information and Strategic Planning, California Department of Health Services
Lester Breslow, M.D., M.P.H. Member, Los Angeles County Public Health Commission Former Dean, UCLA School of Public Health	Catherine Dower, J.D. Center for Health Professions U.C. San Francisco	Calvin Freeman, President California Public Health Association, North
Kelly Brooks Legislative Analyst, Health & Human Services, California State Association of Counties	Eileen Eastman, M.A. Executive Secretary California Conference of Local Health Officers, California Department of Health Services	Kimberly Gates, M.P.P., Assistant Secretary, California Health & Human Services Agency
Doug Buchanan Mountain Valley EMS Agency	Bob Eisenman, Ph.D. Director, Strategy and External Relations National Facility Services Kaiser Permanente	Derrick A. Green Department of Veterans Affairs
Richard J. Burton, M.D., M.P.H. Former Associate Director CA Department of Health Services		Joseph M. Hafey, M.P.A. President and CEO Public Health Institute

Peter Hansel, Chief Consultant
Senate Health & Human Services
Former Principal Consultant
Senate Office of Research

Sydney Harvey, Ph.D.
President, California Association of
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Director, Los Angeles County Public
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Steve Hon, President
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Association of California

T. Warner Hudson, M.D., FACOEM,
FAAFP, Director, Health, Safety and
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Richard J. Jackson, M.D., M.P.H.,
Director, National Center for
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U.S. Centers for Disease Control &
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Fred Johnson, President
California State Rural Health
Association

Loren Arthur Johnson, M.D.
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Dallas Jones, Director
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Neal D. Kohatsu, M.D., M.P.H.
Medical Director
Medical Board of California

Philip R. Lee, M.D., Former
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Consulting Professor, Stanford
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Jack C. Lewin, M.D.
Chief Executive Officer
California Medical Association

John Miller, Staff Director
Senate Committee on Health &
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Carol Mordhorst, Public Health
Director, Department of Public
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Poki Stewart Namkung, M.D.,
M.P.H., President, California
Conference of Local Health Officers
Director of Public Health and Health
Officer, City of Berkeley

Bruce Pomer, Executive Director
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Public Health Advocacy and
Consulting, Pomer & Associates

Judith Reigel, Executive Officer
County Health Executives
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Kevin Reilly, D.V.M., D.P.V.M.
Deputy Director, Prevention Services
California Department of Health
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Arthur L. Reingold, M.D.
Professor and Head of Epidemiology
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Rebecca Stark Rivas
The PICO California Project

Debby Rogers, Health Consultant
Senate Republican Caucus

Roger Rosenberg
HOAC Administrator, Health
Officers Association of California

Kenneth I. Shine, M.D., Director
RAND Center for Domestic and
International Health Security
Immediate Past President, Institute
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Don Sloma, M.P.H.
Executive Director, Washington
State Board of Health

Daniel R. Smiley
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California Emergency Medical
Services Authority

Gerald Solomon, J.D.
Public Health Foundation
Enterprises

Marion Standish
Senior Program Officer
California Endowment

James W. Stratton, M.D., M.P.H.
Medical Epidemiologist
Office of Environmental Health
Hazard Assessment

Kenneth Takata
Public Health Lab Director
Department of Health and Human
Services, Sacramento County

Verdie L. Thompson, R.N., M.S.N.
Public Health Nursing Chair,
California Public Health Association,
North

Terri Thorfinnson, Director of Policy
California Primary Care Association

Stephen Waterman, M.D.
Senior Medical Epidemiologist
U.S. – Mexico Border Infectious
Disease Coordinator, CDC

Major Daniel Weber
California National Guard

Brigadier General Stephen Wyman,
M.D., California National Guard

Alan Zelicoff, M.D., Senior Scientist,
Center for Arms
Control and National Security
Sandia National Laboratories

Witnesses for the Hearing on the Office of Criminal Justice Planning

Alan R. Brown, Ph. D. Arizona Prevention Resource Center	Patti Giggans, Executive Director Los Angeles Commission on Assaults Against Women	The Honorable Bill Lockyer California Attorney General
Suzie Cohen, Consultant Suzie Cohen & Associates	Denise C. Herz, Ph.D., Associate Professor, Department of Criminal Justice and Criminalistics California State University, Los Angeles	Wayne K. Strumpfer Interim Executive Director Office of Criminal Justice Planning
Cabell C. Cropper, Executive Director, National Criminal Justice Association	Elaine M. Howle California State Auditor	Arturo Venegas, Jr., Chief of Police, (Retired), Sacramento Police Department and member, California Council on Criminal Justice

Witnesses for Hearings on Parole Reform

Rulette Armstead, Assistant Chief San Diego Police Department	Andy Hsia-Coron, Chair Professional Educators and Librarians California State Employees Association	Shirley Poe, East Bay District Administrator, California Department of Corrections Parole and Community Services Division
Nina Salarno Ashford, Consultant Crime Victims United of California	Michael P. Jacobson, Ph.D., Professor Department of Law and Police Science John Jay College of Criminal Justice	The Honorable Larry Reid Council Member, City of Oakland
Ernest Austin, Founder Ex-Offender Action Network	Peter Jensen, Undersecretary Youth and Adult Correctional Agency	Richard Rimmer, Deputy Director Department of Corrections Parole & Community Services Division
The Honorable Jerry Brown Mayor, City of Oakland	Ron Owens, Community Liaison Mayor's Office, City of Oakland	Harriet Salarno, Chair/President Crime Victims United of California
Lance Corcoran Executive Vice President California Correctional Peace Officers Association	The Honorable Don Perata Member of the California State Senate	Marvin Speed, Executive Officer Board of Prison Terms
Susan Fisher, Executive Director Doris Tate Crime Victims Bureau		Jeremy Travis, Senior Fellow Urban Institute Justice Policy Center
Frances Hesselbein Chair, Board of Governors Leader to Leader Institute (formerly the Peter F. Drucker Foundation)		Richard L. Word, Chief of Police City of Oakland

Participants in a Meeting with Local Law Enforcement on Parole Reform

Richard J. Barrantes, Commander Los Angeles County Sheriff's Department	Bob Blankenship, Chief of Police (Retired) City of Redding	Richard L. Word, Chief of Police City of Oakland
Lou Blanas, Sheriff Sacramento County	Albert Nájera, Chief of Police City of Sacramento	

Little Hoover Commission Parole Reform Advisory Committee

Ernest Austin, Founder Ex-Offender Action Network	Stephen Goya, Regional Administrator, Department of Corrections Parole and Community Services Division	Ron Owens, Community Liaison Mayor's Office, City of Oakland
James Austin, Ph.D., Director George Washington University Institute on Crime, Justice and Corrections	Simon Haines, Chief Counsel Senate Public Safety Committee	Greg Pagan, Assembly Committee on Public Safety
Bob Blankenship Representing the League of California Cities and the California Police Chiefs Association	Ross D. Hutchings, Executive Director, California Probation, Parole & Correctional Association	David Panush Assistant Fiscal Policy Advisor Senator John L. Burton's Office President Pro Tempore
Tim Brown, Executive Director Loaves & Fishes	Sharon Jackson Assistant Deputy Director Department of Corrections, Parole & Community Services Division	Mark Peterson, Sergeant Sacramento County Sheriff's Department
Ken Cater, Chief Deputy Commissioner Board of Prison Terms	Edward Jagels Kern County District Attorney	Ruben Ramos, EDD Representative Department of Corrections Parole & Community Services Division
Bubpha Chen Research Program Specialist III Department of Corrections Research Branch	Jim L'Etoile, Assistant Director Department of Corrections Office of Substance Abuse	Richard Rimmer, Deputy Director Department of Corrections Parole & Community Services Division
Arthur Chung, Chief Department of Corrections Offender Information Services	Jim Lindburg, Legislative Advocate Friends Committee on Legislation	Sharon Rocco, Parole Agent III Department of Corrections Parole & Community Services Division
Karen Dalton PH, CJM, Director Los Angeles County Sheriff Department Correctional Services Division	Tim Lockwood, Acting Chair Department of Corrections Research Branch	Eluid Romero, Attorney Sacramento County Public Defender's Office
Connie Erlich Administrative Representative Youthful Offender Parole Board	Dan Macallair, Executive Director Center on Juvenile & Criminal Justice	Paul Seave, Director Department of Justice, Office of Attorney General Crime & Violence Prevention Center
Ben Fairow, Lieutenant Oakland Police Department	Rick Mandella Board of Prison Terms Council on Mentally III Offenders	Don Specter, Director Prison Law Office
Susan Fisher, Executive Director Doris Tate Crime Victims Bureau	Jerome Marsh Assistant Regional Parole Administrator Department of Corrections Parole and Community Services Division	Norma Suzuki, Executive Director Chief Probation Officers of CA
Raul Galindo, Chair Youthful Offender Parole Board	Keith Matsuo, Regional Parole Administrator, Department of Corrections, Parole and Community Services Division	Susan Turner, Ph.D., Associate Director RAND Public Safety & Justice
Mike Gallegos, Deputy Director California Youth Authority Parole Services & Community Corrections	Marcus Nieto Research Program Specialist California Research Bureau	Max Vanzi, Principal Consultant Senate Office of Research
Millicent Gomes, Mental Health Administrator, Department of Corrections, Parole and Community Services Division		Steve Weinrich, Sergeant City of Sacramento Police Department
		Mary Wiberg, Executive Director Commission on Status of Women

Witnesses for Hearings on Human Services Redesign

Dion Aroner Legislator-in-Residence Institute of Industrial Relations University of California, Berkeley	Jerry Doyle, President Chief Executive Officer EMQ Children and Family Services Alisa Drakodaidis	Pat Leary, Legislative Representative California State Association of Counties
Todd Bland, Director Legislative Analyst's Office Social Services Section	Acting Assistant Administrative Officer Chief Administrative Office Service Integration Branch Los Angeles County	Raymond J. Merz, Director Department of Health and Human Services Placer County
Catherine Camp, Former Director California Mental Health Directors Association	Margaret Dunkle, Senior Fellow Health Insurance Reform Project George Washington University	Terri Parker, Executive Director California Housing Finance Agency
Charlene Chase, Director Department of Social Services Santa Barbara County	B. Timothy Gage, Former Director California Department of Finance	Elliott Robinson, Director Department of Social Services Monterey County
		Jean M. Ross, Executive Director California Budget Project

Participants in a Roundtable Discussion on Human Services Redesign

Lewis Butler Chairman of the Board Ploughshares Fund Founder, California Tomorrow	Emery "Soap" Dowell Director, Access Dental Plan (HMO) Former Director, Sutter Medical Foundation and Blue Cross of California	John Kamensky Associate Partner and Senior Fellow IBM Center for the Business of Government
	Robert Hertzberg Former Speaker of the California State Assembly	Susan Sherry, Executive Director Center for Collaborative Policy

Little Hoover Commission Human Services Redesign Advisory Committee

Bonnie Armstrong, Senior Fellow Foundation Consortium for California's Children & Youth	Alisa Drakodaidis Acting Assistant Administrative Officer, Chief Administrative Office Service Integration Branch Los Angeles County	Frank Mecca, Executive Director County Welfare Directors Association
Bud Bautista, Director Health and Human Services Agency Children's System of Care Placer County	Margaret Dunkle, Senior Fellow Health Insurance Reform Project George Washington University	Edward P. Melia, M.D.
Charlene Chase, Director Department of Social Services Santa Barbara County	Yolie Flores Aguilar, Executive Director, Children's Planning Council, Los Angeles	Elliot Robinson, Director Department of Social Services Monterey County
Judy Chynoweth, Executive Director Foundation Consortium	Megan Hafenstein, Legislative Aide Assemblymember Cindy Montañez	Pat Ryan, Executive Director California Mental Health Directors Association
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Witnesses for Hearings on Governing the Golden State

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The Honorable Joseph Canciamilla Member of the California State Assembly	Peter Hutchinson President Public Strategies Group, Inc.	William J. Rosendahl Chairman California Commission on Tax Policy in the New Economy
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Little Hoover Commission Governing the Golden State Advisory Committee

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The Commission has published 177 reports recommending improvements within virtually every agency in California government. The Commission's work is chronicled below by subject area. The Commission also routinely publishes biennial reports documenting its work as well as the Legislative responses. Additionally, five Governors have proposed 29 reorganization plans. The Commission reviewed 26 of these plans. A list of these plans follows the list of reports. All Commission reports are available to the public. Those marked with an asterisk (*) can be downloaded from the Commission's Web site at www.lhc.ca.gov.

Government Organization and Reform

Historic Opportunities: Transforming California State Government (Report 176 - 2004)*

Governing the Golden State: A Critical Path to Improve Performance and Restore Trust (Report 174 - 2004)*

We The People: Helping Newcomers Become Californians (Report 166 - 2002)*

Special Districts: Relics of the Past or Resources for the Future? (Report 155 - 2000)*

Boards and Commissions: California's Hidden Government (Report 97 - 1989)

Findings & Recommendations Concerning Reorganization of the Executive Branch of California State Government (Report 1 - 1962)

Consumer Protection

Regulation of Acupuncture: A Complementary Therapy Framework (Report 175 - 2004)*

Consumer Protection: A Quality of Life Investment (Report 146 - 1998)*

Comments and Recommendations Regarding Professional and Business Licensing (Report 35 - 1979)

An Examination of the Department of Professional and Vocational Standards (Report 12 - 1967)

Economic Development & Business

Workers' Compensation: Containing the Costs (Report 120 - 1993)

A Review of the Current Problems in California's Workers' Compensation System (Report 87 - 1988)

A Review of the Organization and Administration of California's Overseas Trade and Investment Offices (Report 83 - 1987)

A Report on the Liability Insurance Crisis in the State of California (Report 74 - 1986)

A Study of the Department of Industrial Relations (Report 14 - 1969)

Education

Teach Our Children Well (Report 160 - 2001)*

Open Doors and Open Minds: Improving Access and Quality in California's Community Colleges (Report 154 - 2000)*

The Charter Movement: Education Reform School by School (Report 138 - 1996)*

A Chance to Succeed: Providing English Learners with Supportive Education (Report 122 - 1993)*

K -12 Education in California: A Look At Some Policy Issues (Report 100 - 1990)

A Report on Crime and Violence in California's Public School System (Report 91 - 1988)

A Review of Crime on University of California Campuses (Report 82 - 1987)

Report on the Role of the State Department of Education in California's K -12 Public Education System (Report 48 - 1982)

School Facilities

To Build a Better School (Report 153 - 2000)*

Recommendations for Improving the School Facility Program in Los Angeles Unified School District (Report 153a - 1999)*

No Room for Johnny: A New Approach to the School Facilities Crisis (Report 117 - 1992)

Costs and Casualties of K -12 Education in California (Report 111 - 1991)

A Review of Impact Fees Used to Finance School Facilities (Report 67 - 1985)

A Report on the Los Angeles Unified School District (Report 45 - 1981)

Additional Funding for the Los Angeles Unified School District (Report 44 - 1980)

Study of the Utilization of Public School Facilities (K through 12) (Report 33 - 1978)

A Study of the School Building Aid Program (Report 20 - 1973)

School Finance

Dollars and Sense: A Simple Approach to School Finance (Report 143 - 1997)*

Coping with Education Budget Cuts (Issue Paper) (Report 118 - 1992)

A Report on the Financial Management and Accountability in the State's K-12 Public School System (Report 85 - 1987)

A Report on the Lack of Financial Accountability and Responsibility in the State's K-12 Public School System (Report 75 - 1986)

A Review of Use of Lottery Funds in the State's K -12 Public School System (Report 73 - 1986)

Inadequate Financial Accountability in California's Community College System (Report 69 - 1986)

California's K -12 Education Funding Report (Report 54 - 1983)

Report on the San Juan Unified School District (Report 47 - 1982)

Environmental Protection & Natural Resources

Timber Harvest Plans: A Flawed Effort to Balance Economic and Environmental Needs (Report 126 - 1994)*

Beyond Bottles and Cans: Reorganizing California's Recycling Efforts (Report 125 - 1994)*

CAL-EPA: An Umbrella for the Environment (Report 110 - 1991)

Report on Solid Waste Management: The Trashing of California (Report 96 - 1989)

Control of Pesticide Residues in Food Products - A Review of the California Program of Pesticide Regulation (Report 64 - 1985)

A Review of the Organization and Management of the State "Superfund" Program for Cleaning Up Hazardous Waste Sites (Report 61 - 1984)

A Review of California's Vehicle Emission Control Program (Report 24 - 1975)

Gaming

Card Clubs in California: A Review of Ownership Limitations (Report 163 - 2002)*

Follow-up Review of the Organization, Operation and Performance of the California State Lottery (Report 98 - 1989)

A Review of the Organization, Operation and Performance of the California State Lottery (Report 94 - 1989)

A Review of the Organization, Operation and Performance of the California State Lottery (Report 77 - 1987)

Horse Racing in California: Revenue and Regulation (Report 49 - 1982)

Health & Human Services

Real Lives, Real Reforms: Improving Health and Human Services (Report 173 - 2004)*

To Protect & Prevent: Rebuilding California's Public Health System (Report 170 - 2003)*

Being There: Making a Commitment to Mental Health (Report 157 - 2000)*

Positioning California for Health Care Reform (Report 123 - 1993)

California's Coordination of AIDS Services (Report 104 - 1990)

Office of Special Health Care Negotiations (Report 51 - 1983)

Health Care Delivery System Reform (Report 43 - 1980)

Administration of the Mental Health & Developmental Disabilities Programs (Report 39 - 1979)

The Status of Health Planning in California - A Supplementary Report (Report 36 - 1979)

Supplemental Report on Developmental Disabilities Program, Department of Health (Report 32 - 1977)

Supplemental Report on State Hospitals, Department of Health (Report 27 - 1977)

Supplemental Report on Licensing & Certification, Department of Health (Report 26 - 1977)

A Study of the Administration of State Health Programs (Report 25 - 1976)

Health & Human Services, continued

Alcohol & Drug Programs

For Our Health & Safety: Joining Forces to Defeat Addiction (Report 169 - 2003)*

Coordinating the Spending on Drug Prevention Programs (Report 112 - 1991)*

A Report on the Coordination of Funding for Drug Programs in the State of California (Report 89 - 1988)

Accessibility of the Disabled Population of Substance Abuse Treatment (Report 79 - 1987)

Children

Still in Our Hands: A Review of Efforts to Reform Foster Care in California (Report 168 - 2003)*

Young Hearts & Minds: Making a Commitment to Children's Mental Health (Report 161 - 2001)*

Now in Our Hands: Caring For California's Abused & Neglected Children (Report 152 - 1999)*

Caring For Our Children: Our Most Precious Investment (Report 148 - 1998)*

Enforcing Child Support: Parental Duty - Public Priority (Report 142 - 1997)*

Mending Our Broken Children: Restructuring Foster Care in California (Report 115 - 1992)*

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A Prescription for Medi-Cal (Report 106 - November 1990)

Review of the State's Medi-Cal Program and the Effects of the Reforms (Report 81 - 1987)

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An Analysis of Community Hospital Medi-Cal Audits (Report 34 - 1978)

Supplemental Report on Medi-Cal Program, Department of Health (Report 31 - 1977)

Senior Citizens

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The Snail's Pace of Reforming Residential Care Facilities for the Elderly (Report 108 - 1991)*

The Medical Care of California's Nursing Home Residents: Inadequate Care, Inadequate Oversight (Report 93 - 1989)

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New and Continuing Impediments to Improving the Quality of Life and the Quality of Care in California's Nursing Homes (Report 80 - 1987)

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Community Residential Care in California – Community Care as a Long Term Care Service (Report 57 - 1983)

The Bureaucracy of Care – Continuing Policy Issues for Nursing Home Services and Regulation (Report 55 - 1983)

Infrastructure

Housing & Land Use

Rebuilding the Dream: Solving California's Affordable Housing Crisis (Report 165 - 2002)*

Making Land Use Work: Rules to Reach Our Goals (Report 136 - 1995)*

Meeting the Needs of California's Homeless: It Takes More Than a Roof (Report 95 - 1989)

Administration of the HUD-701 Comprehensive Planning Assistance Grant Program by the State of California (Report 22 - 1974)

Technology

Better.Gov: Engineering Technology-Enhanced Government (Report 156 - 2000)*

Review of State's Efforts to Meet Year 2000 Computer Change (Report 145 - 1998)*

A Review of the Organization and Management of State Telecommunications (Report 65 - 1985)

Transportation

Transportation: Keeping California Moving (Report 114 - 1992)

A Report on the Planning, Operation and Funding of California's Highway System (Report 88 - 1988)

Review of the Department of Transportation's Highway Planning and Development Process (Report 53 - 1983)

Century Freeway Report (Report 50 - 1982)

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Study of the California Department of Transportation (Report 29 - 1977)

Preliminary Findings of Subcommittee on California Division of Highways Excess Right of Way (Report 19 - 1972)

Study of the California Department of Motor Vehicles (Report 30 - 1977)

The California State Highway Commission and its Relationship to the State Transportation Agency, the Department of Public Works and Division of Highways (Report 11 - 1966)

Engineering Costs in the Division of Highways (Report 7 - 1965)

Personnel Issues

Of the People, By the People: Principles for Cooperative Civil Service Reform (Report 150 - 1999)*

Too Many Agencies, Too Many Rules: Reforming California's Civil Service (Report 133 - 1995)*

The Public Employment Relations Board (PERB) Costly, Slow and Unsure (Report 103 - 1990)

State Employee Air Travel Report (Report 58 - 1984)

Personnel Management in the State Service (Report 40 - 1979)

Should Social Security Coverage Be Continued for California State Employees (Report 28 - 1977)

Study of Salaries of Executive and Administrative Positions in California Government (Report 18 - 1972)

A Pilot Study of California State Employee Workmen's Compensation and Other Work -Related Disability Benefits (Report 16 - 1970)

Report on California Statutory Salaries of Executive Branch of Government (Report 13 - 1968)

Management Manpower Requirements (Report 6 - 1965)

Findings and Recommendations Concerning Organization for Central Staff Services (Report 2 - 1963)

Procurement

California's \$4 Billion Bottom Line: Getting Best Value Out of the Procurement Process (Report 121 - 1993)*

A Review of Government Competition with Private Enterprise (Report 68 - 1986)

Los Angeles County Contracting Out Report (Report 56 - 1983)

Property and Asset Management

Cada: An Opportunity to Advance and Protect the State's Investment (Report 149 - 1999)*

California's Real Property Management: A Cornerstone for Structural Reform (Report 137 - 1995)*

Squeezing Revenues Out of Existing State Assets (Report 116 - 1992)*

Real Property Management in California: Moving Beyond The Role of Caretaker (Report 105 - 1990)

A Review of the State Controller's Office Move to the Capitol Bank of Commerce Building (Report 76 - 1986)

California State Government's Management of Real Property (Report 70 - 1986)

A Review of State-Owned Land Parcel in Contra Costa County (Report 62 - 1984)

Report on Local California Fairs Receiving State Financial Support (Report 17 - 1971)

Study of the Need for a Materials Management System (Report 15 - 1970)

Findings and Recommendations Concerning Automotive Fleet Management (Report 3 - 1963)

Public Safety

Breaking The Barriers for Women on Parole (Report 177 - 2004)*

Back to the Community: Safe & Sound Parole Policies (Report 172 - 2003)*

Improving Public Safety: Beyond the Office of Criminal Justice Planning (Report 171 - 2003)*

Be Prepared: Getting Ready for New and Uncertain Dangers (Report 162 - 2002)*

Never Too Early, Never Too Late...To Prevent Youth Crime & Violence (Report 159 - 2001)*

Beyond Bars: Correctional Reforms to Lower Prison Costs and Reduce Crime (Report 144 - 1998)*

Boot Camps: An Evolving Alternative to Traditional Prisons (Report 128 - 1995)*

The Juvenile Crime Challenge: Making Prevention a Priority (Report 127 - 1994)*

Putting Violence Behind Bars: Redefining the Role of California's Prisons (Report 124 - 1994)*

A Review of the Operation and Performance of the Office of the State Public Defender (Report 90 - 1988)

Review of Cost Savings Associated with Conversion of Guadalupe College into a Women's Prison (Report 52 - 1983)

Resources and Energy

When Consumers Have Choices: The State's Role in Competitive Utility Markets (Report 139 - 1996)*

Report on California's Fish and Game Commission and Department of Fish and Game (Report 99 - 1990)

A Study of the Organization and Coordination of Electric Energy Planning and Electric Utility Regulation in California (Report 59 - 1984)

A Study of the California State Public Utilities Commission (Report 23 - 1974)

The Use of Boards and Commissions in the Resources Agency (Report 8 - 1965)

Revenue, Taxation and Budgeting

Budget Reform: Putting Performance First (Report 135 - 1995)*

State Fiscal Condition (Report 132 - 1995)*

Review of the Organization and Operation of the State of California's Major Revenue and Tax Collection Functions and Cash Management Activities (Report 71 - 1986)

A Review of Selected Taxing and Enforcing Agencies' Programs to Control the Underground Economy (Report 66 - 1985)

The Tax Appeals System in California (Report 38 - 1979)

The Internal Auditing Program in the Executive Branch of California State Government (Report 21 - 1974)

Statement of the Commission's 1967 Legislative Interests, (placing top priority on unification of tax collection activities, procedural changes that will result in direct economies in the operation of the State Government, etc.) (Report 10 - 1966)

Program Budgeting (Report 9 - 1966)

Need for Revenue Unification (Report 5 - 1964)

Reorganization Plans

<i>Year</i>	<i>Governor</i>	<i>Reorganization Plan Objective</i>	<i>Commission Recommendation</i>	<i>Legislative Outcome</i>
2002	Davis	Create a Labor and Workforce Development Agency to include EDD, Department of Industrial Relations, the Workforce Investment Board and Agricultural Labor Relations Board (Report 164)*	Allow plan to take effect but establish and measure goals	Plan went into effect
1998	Wilson	Create a Department of Managed Care, abolish the Department of Corporations and expand the role and rename the Department of Financial Institutions (Report 147)*	Reject	Rejected
1995	Wilson	Merge the Office of State Fire Marshal with the Department of Forestry and Fire Protection (Report 134)*	Allow plan to take effect	Plan went into effect
		Merge the State Police with the California Highway Patrol (Report 130)*	Allow plan to take effect	Plan went into effect
		Reorganize the California Energy Commission and related governmental functions (Report 131)*	Implement the plan with two modifications	Rejected
1991	Wilson	Create an Environmental Protection Agency and transfer several departments and functions into the new agency	Implement and then modify the plan	Plan went into effect
1985	Deukmejian	Create a cabinet-level Department of Waste Management	Plan not submitted to the Commission	Rejected
		Create a Department of Waste Management, a State Waste Commission and three Regional Waste Boards	Implement the plan subject to seven amendments	Rejected
1984	Deukmejian	Transfer civil service position classification function from the State Personnel Board to the Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1981	Brown	Create a Department of Personnel Administration	Allow plan to take effect	Plan went into effect
1980	Brown	Transfer licensing and regulation of mobile home industry from DMV to the Department of Housing and Community Development	Allow plan to take effect	Plan went into effect
1979	Brown	Create the Youth and Adult Correctional Agency and consolidate correctional programs into the new agency	Allow plan to take effect	Plan went into effect
		Create a central agency for personnel administration	Allow plan to take effect	Rejected
		Transfer and rename the Fair Employment Practices Commission and transfer, rename and elevate the Division of Fair Employment Practices from the Department of Industrial Relations to the State and Consumer Services Agency	Allow plan to take effect	Plan went into effect
1978	Brown	Abolish the Division of Industrial Safety and the Occupational Health Branch in the Department of Health and consolidate functions in a new Division of Occupational Safety and Health Administration in the Department of Industrial Relations	Allow plan to take effect	Plan went into effect
1977	Brown	Abolish the Office of Narcotics and Drug Abuse and transfer functions to the Health Department's Division of Substance Abuse and create an Advisory Council on Narcotics and Drug Abuse	Allow plan to take effect	Plan went into effect

Year	Governor	Reorganization Plan Objective	Commission Recommendation	Legislative Outcome
1976	Brown	Merge the Office of Alcoholism with the Department of Alcoholic Beverage Control (ABC) and move the ABC into the Health and Welfare Agency	Concurred with the plan but urged extending effective date	Rejected
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Not officially submitted	Was not submitted
1975	Brown	Consolidate the Divisions of Labor Law Enforcement and Industrial Welfare into a Division of Labor Standards Enforcement	Allow plan to take effect	Plan went into effect
	Brown	Create a new Environmental Quality Agency and consolidate all air, water quality and solid waste programs into the new agency	Withdrawn	Was not submitted
1971	Reagan	Rename the Resources Agency to Environment and Resources Agency and create a Department of Environmental Protection within the agency	Not submitted**	Rejected
		Abolish the State Board of Dry Cleaners	Not submitted**	Rejected
		Rename water quality control boards	Not submitted**	Rejected
1970	Reagan	Rename the Department of Professional and Vocational Standards to Department of Consumer Affairs	Allow plan to take effect	Plan went into effect
		Establish a single state Department of Health within the Human Relations Agency to administer Medi-Cal and consolidate functions from numerous health-related departments	Allow plan to take effect	Plan went into effect
1969	Reagan	Change staff titles and organization names in the Department of Professional and Vocational Standards	Allow plan to take effect	Plan went into effect
		Rename the Department of Harbors & Waterways to Department of Navigation & Ocean Development and rename the Harbors and Watercraft Commission to Navigation and Ocean Development Commission	Allow plan to take effect	Plan went into effect
		Eliminate 32 boards, commissions, committees and advisory councils, transferring some functions to other departments and reconfigure the membership of several other government entities	Allow plan to take effect	Plan went into effect
1968	Reagan	Establish four agencies in the executive branch: Business & Transportation, Resources, Human Relations, Agriculture and Services	No recommendation	Plan went into effect

*Reports on these reorganization plans can be downloaded from the Commission's Web site at www.lhc.ca.gov. All other reorganization plan reviews are available by contacting the Commission.

**In 1970, legislation was passed eliminating the Commission's review of reorganization plans. Three plans were submitted directly to the Legislature in 1971 by Governor Reagan. All three plans were rejected by the Legislature. In 1972, the Legislature restored the Commission's role in reviewing reorganization plans.

Commission Information

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Where Our Name Came From

The Commission is formally the Milton Marks "Little Hoover" Commission on California State Government Organization and Economy. As a member of the Assembly, state Senator Marks authored the legislation to create the Commission. The

Commission was modeled after a panel created by the U.S. Congress in 1947 to review the organization of federal agencies that was chaired by, and informally named after, former President Herbert Hoover. Almost from its inception, the California counterpart was known as the "Little Hoover Commission."

How Topics are Selected

One aspect of the Commission's independence is its ability to select its own topics for review. The Commission encourages policy-makers and the public to suggest topics for Commission study. Over the course of a year, the Commission selects three to five issues to explore.

Bureau of State Audits

In 1993, when Proposition 130 required the Legislature to reduce its budget, the state Auditor General was eliminated. That same year the Bureau of State Audits was created - headed by the State Auditor and under the direction of the Little Hoover Commission.

The Commission provides some oversight of the bureau. The organizational alignment reflects the independence of the Bureau of State Audits and the Little Hoover Commission, which is necessary for both entities to effectively pursue their statutory missions.

“Democracy itself is a process of change, and satisfaction and complacency are enemies of good government.”

*Governor Edmund G. “Pat” Brown,
addressing the inaugural meeting of the Little Hoover Commission,
April 24, 1962, Sacramento, California*

Cover image of the exterior doors of the second floor of the State Capitol provided courtesy of California State Capitol Museum, California Legislature. David Dodd, Photographer.